

Strategic Plan

2009 - 2012



international relations
& cooperation

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA

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Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane (centre), Deputy Minister Sue van der Merwe (left) and Deputy Minister Ebrahim Ismail Ebrahim (right)

MESSAGE FROM THE MINISTER, MAITE NKOANA-MASHABANE

We proceed from the basis that foreign policy has to be based on the domestic priorities of our government. The Department of International Relations and Cooperation will therefore support the five priorities that our government has set. These are the creation of decent work and sustainable livelihoods, education, health, crime and rural development. This means that our cadre of diplomats, wherever they are in the world, have to constantly ensure that these priorities find expression in their work.

The change of name to the Department of International Relations and Cooperation is an important milestone. It gives us an opportunity to coordinate the work that we have been doing during the past fifteen years in the area of development cooperation. By this name change our government is responding to the call to enhance partnerships for the development of our continent. Indeed the achievement of peace, stability and development in Africa continues to be the lodestar of South Africa's foreign policy.

In August 2009 we will complete our tenure as the Chair of SADC. During our chairmanship we were privileged to witness, amongst others, the launch of the SADC Free Trade Area. Our challenge now is to strengthen this Free Trade Area so that it can deliver concrete benefits to the people of our region. We will therefore continue to work with other SADC Member States on further initiatives aimed at achieving a deeper political and economic integration.

The African Union is pivotal in all attempts to bring peace, stability and economic development to the African continent. We have committed ourselves to strengthen this important continental organisation. As we engage in the discussions on the reform of the AU Commission and the AU government we shall be seeking the appropriate institutional systems as well agreement on the type of values that should give more substance to the unity of our continent. Furthermore we are enjoined to spare no effort in hastening the implementation of NEPAD as well as the consolidation of the African Peer Review Mechanism. We shall work with the peoples of Zimbabwe, Sudan, Burundi, DRC, Western Sahara and others in our continent as they seek to free themselves from conditions of conflict and strife.

Our relations with the developing countries of the South have been embedded in history but are also critical for the achievement of our objectives today. It is through solidarity with these countries that our voice has sometimes been stronger in international affairs. But that is not all. Developing countries are also important partners for South Africa in pursuit of our objectives of economic growth and development. This has informed the content of our relations with our partners in IBSA, China and with many other countries of the South. South Africa shall build and expand on these partnerships.

We have worked closely during the past fifteen years to enhance our relations with developed countries of the North. These are important relationships for South Africa that have resulted in increased investments, trade opportunities as well as development cooperation for South Africa. Through the Group of Eight we shall seek to follow-up the implementation of the commitments already made to the African continent. We will have an opportunity in September 2009 to host the South Africa European Union Summit. The Summit is a testament to the strength of our strategic partnership with the European Union.

The current international epoch calls for countries to work together to strengthen the global system of governance. The world today faces immediate challenges in a wide range of areas such as the global economic and financial crisis, climate change, disarmament and human rights. These require that we work together and collaborate through the United Nations and other international fora. Importantly we must also not lose sight of the imperative to reform the key institutions of global governance so that they can reflect the present world's realities. We will address the issue of reform both through the United Nations and the processes of the Group of 20.

What we have set out in this strategic plan are not necessarily easy tasks. They might not be achieved in a few weeks or months. But what is important is the conviction we hold that through hard work, effective diplomacy and the strengthening of ties with other countries, we shall contribute to the development of South Africa, the African Continent and to making the world a better place.

FOREWORD FROM THE DIRECTOR-GENERAL, DR AYANDA NTSALUBA

This Strategic Plan document comprehensively outlines the mandate of the Department and its obligations towards fulfilling its political, administrative, operational and corporate governance duties during the Medium Term Expenditure Framework (MTEF) cycle of 2009 - 2012.

The Plan is informed by the Medium Term Strategic Framework 2009-2014 of the Government whose central objective is to set the country on a higher and sustainable growth trajectory by the end of 2014. The decisions and priority guidelines of the May 2009 Cabinet Lekgotla as well as the pronouncements of the President in the June 2009 State of the Nation Address also form the basis of this Plan.

The Plan builds on the foundations that have already been laid in previous years and affirms the good work that the Department as custodian of International Relations policy implementation of the Republic of South Africa has undertaken until now. But it is also geared towards accelerating South Africa's progress made in the international relations and Cooperation arena by strategically facing the challenges that still remain.

The change of the name of the Department from the Department of Foreign Affairs to the Department of International Relations and Cooperation signifies the strategic emphasis for our work to respond to the domestic imperatives. The new name change therefore brings a clear and sharper focus to the work of the Department.

The Plan is categorised into 7 key priority areas, namely the Continued Prioritisation of the African Continent, Strengthen South-South Relations, Strengthen Relations with formations of the North, Strengthen political and Economic Relations, Participate in the Global System of Governance, Organisational Strengthening, and the Provision of Operational Support Services.

The Department further articulated the objectives and action plans to these priorities at the Departmental Strategic Planning Workshop that was held from 21-22 May 2009. The Workshop afforded the Department an opportunity for critical appraisal of its mandate, taking into consideration the name change and the impact it will have on our daily work. The Workshop affirmed that the Department is entering a period that is rich in opportunity for the renewal of our focus, the renewal of our strategic positioning and the renewal of our brand.

The Workshop also emphasised the need for the consolidation of our efforts in utilising the best practises and strategies to strengthen the Department's administrative, operational and

corporate governance mechanisms, particularly the Public Finance Management Act (Act No. 1 of 1999) and public service acts and regulations. This focus has enabled the Department to consistently receive unqualified audits for the past 5 financial years. In this regard, the Department tabled its draft annual report to the Auditor-General on 31 May 2009.

In consolidating our work for the past years and in moving forward with our mandate, we will continue to focus on enhancing our human resources and infrastructure capacity. As part of these efforts, the curriculum on Economic Diplomacy training that will be offered to all spheres of government will be finalised by the Diplomatic Academy. The Masters Programme in Diplomacy aimed at our senior managers, initiated in 2008 in conjunction with the University of Pretoria, will continue with a second intake in 2009.

The Branch: Human Resources will focus on skills development and talent management of all officials at Head Office and our Missions abroad. Amongst others, through its Talent Management Unit, the Branch will spearhead efforts to attract and retain the talent needed by the Department. In this regard, the Cadet programme also continues.

The Department is also excited about the completion of the New Head Office. The Office will house all officials of the Department into one building. We shall be moving into the new head quarters between 15- 26 June 2009. The new Office should enhance our service delivery efforts and afford our customers easier access to the Department. The refurbishment of our Missions and Chanceries abroad to be of world class standards continues to be a priority and relevant work will be carried out in this regard. In addition to this work, the Department is working to improve its communication and information technology service.

Across the Department, the Plan guides the formulation of the Operational Plan of the Department, the development of Business Plans of the different Branches and the completion of Performance Agreements of all officials.

The Department will, over the next three years, focus on the stated objectives with the firm aim of renewing its mandate and enhancing South Africa's international Relations and Cooperation work. This work remains firmly rooted in the continued prioritisation of our domestic agenda, as identified through government's priority areas. Through the implementation of the Plan, the Department will lead South Africa's bilateral and multilateral engagements in the African continent, in the South and in the North.

As we table this Strategic Plan, we are inspired by the opportunity presented to the Department to consolidate its work and to move forward with the additional imperatives. We are further assured by the guidance and support we are receiving from our political leadership - Minister M Nkoana-Mashabane and Deputy Ministers El Ebrahim and S van der Merwe.

Mission Statement

Vision

Our vision is an African continent, which is prosperous, peaceful, democratic, non-racial, non-sexist and united and which contributes to a world that is just an equitable

Mission

We are committed to promoting South Africa's national interests and values, the African Renaissance and the creation of a better world for all

Strategic Objectives

- Through bilateral and multilateral interactions protect and promote South African National interests and values
- Conduct and co-ordinate South Africa's international relations and promote its International Relations policy objectives
- Monitor international developments and advise government on International Relations policy and related domestic matters
- Protect South Africa's sovereignty and territorial integrity
- Contribute to the formulation of international law and enhance respect for the provisions thereof
- Promote multilateralism to secure a rules based international system
- Maintain a modern, effective and excellence driven Department
- Provide consular services to South African nationals abroad
- Provide a world class and uniquely South African State Protocol service

Values

The Department of International Relations and Cooperation adheres to the following values:

- Patriotism
- Loyalty
- Dedication
- Ubuntu
- Equity
- Integrity
- Batho pele

Legislative Mandate of the Department

According to the South African Constitution the President is ultimately responsible for the International Relations policy and international relations of South Africa. It is the prerogative of the President to appoint Heads of Mission, to receive International Relations Heads of Mission, to conduct state to state relations and to negotiate and sign all international agreements. International agreements which are not of a technical,



administrative or executive nature will only bind the Republic after being approved by Parliament. Parliament also approves ratification or accession of the Republic to multilateral agreements. All international agreements must be tabled in Parliament for information purposes.

The Minister of International Relations and Cooperation, in accordance with her Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's International Relations policy and with the daily conduct of South Africa's International Relations and cooperation policy. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. In practice, the Minister consults The Cabinet and individual Cabinet Ministers on aspects of importance, as well as on aspects that overlap with the priorities and programmes of other Ministries and Departments.

In view of the Ministers overall responsibility, Minister advises the Presidency and Ministers on those international matters in which they should be involved, provides them with strategic information on developments in the international arena, facilitates their participation at international events, and advises them on policy options that they may pursue in the national interests. Other Cabinet Ministers are required to consult the Minister of International Relations and Cooperation on their international role. From this practice at Cabinet level, which is a Presidential instruction, it follows that there must be a similar interaction between Departments.

To facilitate interaction and collaboration, government has implemented the system of Clusters at both Ministerial and Departmental levels. Important issues of International Relations policy and international relations, the development of sector priorities and the implementation of international relations programmes are the *core foci* of the clusters. In terms on this mandate, the Department participates in all five clusters and Co-chairs the International Relations, Peace and Security Cluster.

The Parliamentary Portfolio Committee on International Relations and Cooperation is an important mechanism to ensure oversight and accountability in the formulation and conduct of South Africa's International Relations policy, relations and co-operation.

The Department's overall mandate is to work for the realisation of South Africa's International Relations policy objectives. More specifically, the Department's primary mandate is to assist the Minister in carrying out her cabinet and Ministerial responsibilities. The Department conducts its mandate by: monitoring developments in the international environment; communicating government's policy positions; developing and advising government on policy options, mechanisms and avenues for achieving objectives; protecting our sovereignty and territorial integrity, assisting South African citizens abroad; and by assisting partner Departments in navigating complex international dynamics.

South Africa's diplomatic and consular missions help to enhance our international profile, and serve as strategic mechanisms for the achievement of our national interests and for carrying out our mandate. South Africa maintains diplomatic relations with countries and organisations through 124 missions in 107 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa.

Defining South Africa's Foreign Policy

Foreign policy is a multidimensional set of policies, principles, strategies, objectives, and plans that cannot easily be packaged into a neatly described formula. However, it is necessary to consider in broad but clear terms the general orientation of our policy – which serve to define our national values and benchmark our International Relations policy decision-making and strategies.

Our Presidents and Ministers have enunciated the principles underlying South Africa's International Relations policy since 1994 in various forums. These include State of the Nation addresses, budget vote speeches, addresses to international and regional bodies such as the United Nations, the African Union and the Non-Aligned Movement, as well as in various International Relations policy discussion documents such as those for Heads of Mission Conferences and Strategic Planning initiatives. Despite some significant changes and developments in

the global environment, these principles have remained consistent and enduring, and have taken on even greater significance given current international developments.

The following list of South Africa's International Relations policy principles is a distillation from the aforesaid speeches, statements and documents on South Africa's International Relations policy.

PRINCIPLES UNDERPINNING SOUTH AFRICA'S INTERNATIONAL RELATIONS POLICY

The principles which serve as guidelines in the conduct of our International Relations include:

- A commitment to the promotion of human rights
- A commitment to the promotion of democracy
- A commitment to justice and international law in the conduct of relations between nations
- A commitment to international peace and to internationally agreed upon mechanisms for the resolution of conflicts
- A commitment to Africa in world affairs, and
- A commitment to economic development through regional and international Cooperation in an interdependent (and globalised) world

OVERVIEW OF THE STRATEGIC PRIORITIES OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION FOR THE PERIOD 2009 - 2012

The thrust of the work of the Department of International Relations and Cooperation remains anchored on the following overarching priorities as confirmed by the **January 2008** Cabinet Lekgotla and the President's State of the Nation Address, namely:

- **Consolidation of the African Agenda**
- **Strengthening of South-South Cooperation**
- **Strengthening of North-South Cooperation**
- **Participation in the Global System of Governance**
- **Strengthening of Political and Economic Relations**

The work of the Department in these priority areas is supported by the following activities:

- Organisational Strengthening
- Organisational Support
- Rendering of Professional Services

CONSOLIDATION OF THE AFRICAN AGENDA

The principal focus area of South Africa's foreign policy is the Consolidation of the African Agenda. South Africa's goals for the African continent are the resolution of conflict; and the building of an environment in which socio-economic development can take place. The Government's view is that socio-economic development cannot take place without peace and stability, as these constitute the necessary conditions for sustainable socio-economic development. Similarly, socio-economic development is critical for addressing the root causes of conflict and instability.

South Africa's engagement with Africa rests on four pillars that constitute the overall objective, i.e. the Consolidation of African Agenda, as follows:

- a. Participation in regional and continental integration, including the strengthening of the African Union (AU) and its structures, promoting integration and development of the Southern African Development Community (SADC) and consolidating the SADC/ COMESA/ EAC Tripartite formation;
- b. Implementation of the New Partnership for Africa's Development (NEPAD) as Africa's socio-economic development programme, and the SADC Regional Indicative Strategic Development Plan (RISDP) as the regional expression of NEPAD;
- c. Support peace, security, stability and post-conflict reconstruction initiatives, including the strengthening of South Africa's participation in the implementation of Africa's peace and security agenda and management of peace missions; and
- d. Strengthening bilateral political and socio-economic relations by way of effective structures for dialogue and cooperation with all countries in the continent.

To this end, South Africa utilises SADC, AU and NEPAD as entry points for achieving these goals and objectives. South Africa seeks to enhance and strengthen the capacity of each of these African multilateral organisations so that they can provide a framework for each member state to reach its full potential in terms of peace, security, stability, economic and social development, civil society participation and gender equity.

AFRICAN UNITY AND INTEGRATION

The political and economic integration of Africa has been and will continue to be a motive force that drives the African Agenda. A commitment exists to provide impetus to this objective, which is rooted in the need to strengthen Africa's political, eco-

nomical and social development agenda and to defend Africa's geo-strategic interests, which, includes being among equals in the global architecture.

Closely linked to the issue of continental integration is the need for integration at regional level. In terms of the Abuja Treaty, one of the key milestones for the attainment of the African Economic Community is the rationalisation and harmonisation of the Regional Economic Communities (RECs) as the building blocs of the AU. It would be important to seek cohesion between COMESA, East African Community (EAC) and the Southern Africa Development Community (SADC) to prevail over the African Union matters and to forge an economic Regulatory Framework to complement economic cohesion within these Regional Economic Communities.

An additional dimension to the pursuance of the Consolidation of the African Agenda, particularly as it relates to ensuring that the African Diaspora plays an important role in Africa's renewal, would be through the convening of the African Diaspora Summit in South Africa and ensuring post Summit implementation report backs to various regions with a high presence of the African Diaspora.

SOUTHERN AFRICA DEVELOPMENT COMMUNITY (SADC)

South Africa will renew its efforts to strengthen SADC in terms of both capacity and implementation of its programmes. In its pursuit of strengthening the capacity SADC South Africa will embark in a process of indentifying suitable South African candidates to fill its allocated quota in the SADC Secretariat. In terms of the latter, South Africa will continue to contribute towards sustainable regional economic integration and infrastructure development in SADC, assessing the future of the Southern African Customs Union (SACU) within the broader integration process, building unity and cohesion within SADC and support the implementation of the SADC Free Trade Area. These priorities will be highlighted in South Africa's role as a member of the SADC Troika.

South Africa's strategy of chairing the SADC from August 2008 for one year rested on three pillars, namely:

- restoring and strengthening the political unity and cohesion within SADC;
- deepening regional economic integration; and
- intensifying regional infrastructure development.

These three pillars are aligned to the priorities decided by the 2006 SADC Summit in Lesotho namely:

- Politics, Defence and Security;
- Trade and Economic Integration;
- Regional Infrastructure and Services and
- Special Programmes with regional dimensions such as food security, HIV and Aids; and natural disasters

While recognising that SADC has a broad agenda that needs to be pursued, South Africa has identified the following priority areas:

- 1 Enhance political cohesion in the region
- 2 Advance SADC regional economic integration
3. Intensify efforts towards infrastructure development
4. Increase levels of food security
5. Identify opportunities linked to the 2010 FIFA World Cup
6. Strengthen capacity in the SADC Secretariat
7. Develop South Africa's communication strategy.

NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NEPAD)

South Africa has, in collaboration with key African countries, been at the forefront in promoting NEPAD as Africa's primary socio-economic development programme; in mobilising African and international support for NEPAD and in supporting NEPAD structures and processes. South Africa will intensify its efforts to accelerate NEPAD to a higher plane of action and implementation, maintaining both an internal and external focus; establish linkages to NEPAD at the national level to ensure that NEPAD is made relevant and has positive impact on the quality of the lives of all South Africans; and define and maintain a close interface between NEPAD and RISDP, considering that the latter is the regional face of NEPAD.

Concerning the implementation of NEPAD at the national level, this must be situated within the overall South African national development framework and strategy, vis-à-vis the International Cooperation, Trade and Security Cluster and other Cluster Priorities such as the following:

- a. Fast-tracking implementation of NEPAD Priority Sectors (i.e. infrastructure, information communication technology (ICT), agriculture, tourism, capacity-building, etc);
- b. Implementation of the recommendations of South Africa's Peer Review Report in terms of the South African Programme of Action (as coordinated by the Department of Public Service and Administration); and
- c. To utilise National Framework for Local Economic Development (LED) as platform for development and implementation of NEPAD and RISDP programmes within South Africa.

Considering the implementation of NEPAD within the Southern African region, and in order to realise maximum impact and to address development discrepancies that exist between the member states of SADC, close alignment will be sought between the outward dimension of South Africa's national development framework and inward implementation of RISDP. An obvious focus of this alignment would be the context of spatial development initiatives, such as development corridors, growth triangles, growth centres and transfrontier conservation and development areas.

Within the Continental context, the decision of the Addis Ababa Heads of State and Government Implementation Committee (HSGIC) regarding the expeditious integration of NEPAD into the AU structures and processes provides a significant step forward, especially in terms of the continental ownership of NEPAD as well as the AU serving as an implementing agent in its own right. With reference to the review of NEPAD, the desired outcome of the forthcoming NEPAD Review Summit will be to retain NEPAD as Africa's overarching socio-economic developmental programme. A critical aspect is the utilisation of continental development funds for NEPAD programmes and projects (including the Pan African Infrastructure Development Fund (PAIDF), the African Development Fund (ADF); the African Infrastructure Consortium, the African Water Facility, the African development Bank (ADB) Project Preparation Facility, the African Peer Review Mechanism (APRM) Trust Fund and the Common African Agriculture Development Programme (CAADP) Support Group).

STRATEGIC PARTNESHIPS FOR DEVELOPMENT

The Consolidation of the African Agenda also serves as the point of departure in South Africa's engagements with the international community. The key task remains the monitoring of the implementation of the Joint Implementation Strategy of the AU-EU Strategic Partnership endorsed by the Lisbon Summit of December 2007. Central to this is the implementation of the Joint First Action Plan (2008-2010) of the Africa Europe Strategic Partnership. This partnership prioritises action in various fields such as Energy, Democratic Governance, Migration, Trade and Regional Integration. An additional challenge would be the review of the Interim Economic Partnership Agreements in line with concerns raised by Africa's Heads of State and Government.

South Africa will continue to actively participate in partnership forums aimed at contributing towards the development goals of Africa. In this regard, sustained efforts will be made to ensure the implementation of decisions of FOCAC, TICAD, NAASP, Africa-Latin America Summit and other partnerships.

PEACE AND SECURITY

Realising that peace, security and stability is a prerequisite for Africa's socio economic development, South Africa will continue with her efforts to contribute towards the operationalisation of the AU organs for peace and security, like the African Standby Force and the Early Warning Centre.

South Africa will continue to play an active role in peace building efforts in the Great Lakes Region. To this end it has facilitated the Burundi Peace Process, which is nearing its end stages, with disengagement planned for June 2009, a DDR process underway and elections due in 2010. In this regard South Africa will continue to play a role in the promotion of peace and stability in the East Africa.

Mediation has grown as an area of diplomacy for South Africa as its involvement in Cote d' Ivoire, Zimbabwe, Sudan and the Great Lakes attests. Under AU and SADC mandates South Africa is facilitating mediation and peace building efforts in Sudan and Zimbabwe respectively.

With reference to South Africa's contribution to peace, security and stability in the Continent, continued support will be given to SADC, AU and UN efforts aimed at bringing peace, security and stability in Africa. South Africa will continue with its contribution to Post Conflict Reconstruction and Development (PCRD) in Africa, in particular the DRC, Sudan, and Comoros

in continuation of the work already initiated in those countries. In the context of PCRD, South Africa will conduct a review of its involvement on the continent to draw lessons and identify areas of focus for future engagements.

Priority will be given to supporting the development of an AU Security Sector Reform Framework as well as the mainstreaming of gender in peace missions in line with the AU Solemn Declaration on Gender Equality and UN resolution 1335 (2000) on women, peace and security. South Africa will support the strengthening of cooperation between the AU Peace and Security Council and the UN Security Council, including the deepening of partnership between the UN Peacebuilding Commission and the AU Commission for the coordination and harmonisation of post conflict reconstruction and development programmes in Africa.

In the regional context, South Africa will continue its support in strengthening the regional security architecture such as the operationalising of the recently launched SADC Brigade, the strengthening of the Regional Peacekeeping Training Centre in Harare and the launch of the Regional Early Warning Centre in Gaborone. South Africa will continue its support to all initiatives aimed at enhancing democratisation and good governance in the SADC region, particularly in the context of active participation in SADC Observer Missions to elections in member states scheduled for 2009/10, including , Botswana, Malawi, Mozambique, Namibia and Angola.

STRENGTHENING OF SOUTH-SOUTH COOPERATION

South Africa has played a prominent role in advancing the development agenda of the South through its leadership roles in UNCTAD, the Non-Aligned Movement, Group of 77 and China, and the steering committees of NEPAD as well as the creation of Cooperation pacts between Asia and Africa. Currently South Africa does not occupy any leadership role in the groups of the South that are active in the UN system. However, South Africa remains at the forefront of the activities of organisations of the South such as the NAM, and G77 and will continue to promote a coherent and integrated implementation of the UN development agenda, including internationally agreed development goals.

South Africa will continue to advance the principles for South-South Cooperation, which was adopted by the G77 Ministers in September 2008. South Africa in 2009 will participate in the United Nations High-level Conference on South-South Cooperation in Nairobi, Kenya. The Conference is being convened on the occasion of thirtieth anniversary of the adoption of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries and will consider the promotion of South-South Cooperation.

The Chairship of the NAM will be taken over by Egypt in July 2009. South Africa will fully support the Africa Chairship during the period 2009 – 2011 and actively engage in the NAM Summits and Ministerial Meetings during this period.

South Africa's active participation in fora such as the India-Brazil-South Africa Dialogue Forum (IBSA), the New Asia-Africa Strategic Partnership (NAASP), the Indian Ocean Rim Association for Regional Cooperation (IOR-ARC), and the Forum on China-Africa Cooperation (FOCAC) has also contributed to the strengthening of South-South Cooperation.

The India-Brazil-South Africa Dialogue Forum (IBSA) has made significant progress in terms of providing an influential international platform from where the development challenges of the South could be prioritised and the global marginalisation of developing countries countered. IBSA has embarked upon a path that intends to increasingly ensure fair and equitable entrance and participation by developing nations in the global political, economic and social systems.

During 2009, South Africa will participate in the 6th IBSA Ministerial Meeting and the 4th IBSA Summit in Brazil in 2009. South Africa will also host the 7th Ministerial Meeting and the 5th IBSA Summit in 2010. South Africa further contributes to the IBSA Trust Fund, which, since its inception in 2004, has financed IBSA projects in Burundi, Cape Verde, Guinea-Bissau, Haiti, Lao PDR, and Palestine.

As Co-Chairs of NAASP, South Africa and Indonesia are playing leading roles in the advancement of NAASP processes. Key priority is the hosting of the NAASP Ministerial in preparation for NAASP Summit that will be hosted by South Africa in 2010.

South Africa will continue to maintain its support for the Secretariat of the IOR-ARC and has already seconded an official to the Secretariat based in Mauritius. South Africa will continue to actively support the multilateral approach in the implementation of projects within the Forum on China-Africa Cooperation as a means of engagement between Africa and China.

The strengthening of South-South relations has in recent years developed into high level intercontinental engagements, a development that bodes well for the strengthening of solidarity and development of interdependence amongst developing countries in addressing common socio-economic challenges related to poverty, education, health, population, women and children. Another key aspect in this engagement is the Cooperation in the scientific, technical and trade fields. In this regard, South Africa will actively engage in the upcoming intercontinental partnerships with South America and India.

Due to the congruity of thought and approach to developmental issues between South Africa and other individual countries of the South (in Latin America, Asia and the Middle East) the pursuit and manifestations of South-South cooperation has developed a strong and growing bilateral dimension. Possible cooperation with individual partner countries of the South in fields relating to South Africa's national priorities, particularly the key five priority areas, are being identified and developed.

STRENGTHENING OF NORTH SOUTH COOPERATION

South Africa engages with key global economic processes such as the World Trade Organisation (WTO) to conclude the Doha Development Round, the Organisation for Economic Cooperation and Development (OECD), the World Intellectual Property Organisation (WIPO), the G8 and the World Customs Union (WCO) to promote the Africa Agenda, in particular, and the broader development interests of developing countries in general.

South Africa engages with the G8 in the context of the African and the G5 Outreach programmes to promote the African Agenda and contribute to the development of a more equitable system of global governance. The 2009 G8 Summit under the Presidency of Italy will prioritise the global impact of the financial crisis, climate change and biodiversity, Africa's development cooperation and commitments made by the G8 through the African agenda, illegal immigration and food security. The Summit will further receive a report on the Heiligendamm Process in which South Africa, Brazil, India, China and Mexico are involved as G5 countries. In this connection, South Africa will prioritise the implementation of commitments from the Kananaskis and Gleneagles Summits and pursue a more inclusive process within the G8, based on partnership, equality and mutual respect.

South Africa is also heightening its participation in the OECD following a decision by the OECD Ministerial Council to place South Africa on an Enhanced Engagement status. South Africa is playing a key role in working towards the successful conclusion of the Doha negotiations where agricultural liberalisation remains a key objective.

South Africa remains an active member of the Commonwealth and will prepare for the Commonwealth Heads of Government meeting (CHOGM) that will be hosted by Trinidad and Tobago in November 2009. An important issue remains the adoption of a new scale of assessment for member states, which will in all likelihood be concluded before the CHOGM in Trinidad and Tobago. Another issue that will require attention is South Africa's ongoing participation in the Commonwealth Youth Programme, which changed from a system of voluntary pledges to a system of assessed contributions.

The Department will focus on trade agreements with the North (NAFTA, EFTA, EU) and concentrate on the new North-South cooperation fora: EU-Africa; EU-Latin America, TICAD, Africa-Turkey, Korea-Africa Forum.

In terms of South Africa's political objectives the Department will continue with the promotion of the Agendas of the South and of Africa and the importance of Multilateralism in Global Governance.

The Department will garner support from the developed countries of the North for South Africa's National Priorities: Health, Education, Land Reform and Rural Development, Create Decent Jobs and Fight Against Crime.

European Union

The EU is of great strategic importance to Africa and is one of the key pillars of the international political and economic system and remains South Africa's largest single trading partner and a main source of foreign direct investment. It is also South Africa's largest donor of official development aid. South Africa will, during 2009-2012, continue having regular high-level political dialogue and other meetings with the European Union, especially with respect to the EU's new Strategy for Africa. In terms of the Comprehensive Trade, Development and Cooperation Agreement (TDCA), South Africa and the EU are actively engaged in finalising the revision of the Agreement and in fully implementing all of its provisions. All stakeholders and national departments are involved in this process. A key priority will include the implementation of the Joint Action Plan of the SA-EU Strategic Partnership which was established on 14 May 2007. In this regard numerous political and functional dialogue forums will be established. These include closer cooperation in the areas of Peace and Security, Health, Education and Training, Crime and Justice, ICT, Migration, Social dialogue, Energy, Transport, as well as Customs and Revenue. Furthermore, SA-EU political dialogue will be further deepened by establishing regular SA-EU Summits, Ministerial Troika and Senior Official's meetings. Another area of increased cooperation will be to give effect to and support SA-EU inter-parliamentary relations, following the signing in February 2008 of a Memorandum of Understanding between the two parliaments.

PARTICIPATION IN THE GLOBAL SYSTEM OF GOVERNANCE

South Africa's multilateral interests

South Africa works actively towards global political and socio-economic stability and security within the multilateral system. South Africa will therefore promote development, security, human rights and international law through its participation in international fora, notably the United Nations (UN) system and its specialised agencies.

The UN, through its universal membership and the broad mandate entrusted upon it by Member States in terms of its Charter, occupies the central and indispensable role within the multilateral system of governance. South Africa recognizes the need for, and importance of, addressing the pressing social and economic needs of the international community, particularly those of the peoples of Africa and the rest of the developing world, and looks to the UN to advance the development agenda and address underdevelopment and the eradication of poverty.

Through South African participation in the multilateral fora it also upholds the belief that the resolution of international conflicts should be peaceful and in accordance with the centrality of the UN Charter and the principles of international law.

South Africa's domestic policy informs the vision of its International Relations policy in creating a better South Africa, a better Africa and a better world and aims to counter threats that impact on global political and economic stability. South Africa's International Relations policy therefore recognizes that in order to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity.

In 2008, South Africa continued to contribute through the Security Council to the resolution of global threats to international peace and security. In this respect, South Africa actively carried out its global mandate to participate in discussions and decision-making on all the issues that are on the agenda of the Council. African conflict situations continue to comprise a large part of the agenda of the Security Council. South Africa utilised its last year in the Security Council to further advance on the theme of enhancing the cooperation between the United Nations and regional organisations, in particular the African Union. Under South Africa's Presidency of the Security Council in April 2008 a joint meeting of the UN Security Council and the African Union Peace and Security Council was convened. The Security Council later adopted Resolution 1809 which requested the Secretary-General to establish an AU/UN panel, that will come

up with recommendations on the relationship between the two institutions could be strengthened. The report of the panel was adopted by the Security Council in March 2009. Currently, the Secretary-General has instituted a committee that is unpacking the recommendations in consultations with the AU.

Furthermore, South Africa also continued to carry out this mandate in 2008 through advocacy of more transparent and democratic working methods and procedures in the Council. South Africa further pursued dialogue and consultations with all interested countries outside the Council, in particular the affected parties to conflict situations.

The UNGA is the central forum of the UN for developing countries due to its universal membership and democratic decision-making processes and South Africa continues to support all initiatives aimed at strengthening the UNGA and its role in multilateralism. South Africa is also supportive of ongoing efforts of the Secretary-General to improve the effectiveness of the Secretariat and holds it accountable to Member States for the use of resources and implementation of mandates.

Whilst some progress in respect of UN Reform was registered following the 2005 Millennium Review, some areas of reform still need attention. With regard to the Security Council reform, the Intergovernmental negotiations on the reform of the Security Council were launched on 29 February 2009 in line with Decision 62/557 of the General Assembly. The first round of negotiations focusing on the key aspects of categories of membership, the question of the veto, regional representation, size of an enlarged council and working methods as well as the relationship between the General Assembly was scheduled for the months of March to April 2009. In this regard negotiation on "Categories of membership", the "Question of the Veto" and the issue of "Regional Representation" were all considered during March 2009. These would be followed by a second round of negotiations scheduled for May 2009. South Africa remains supportive of the process.

UN Secretariat and management reform will continue to be addressed in 2009 by the UN membership although this is more likely to be under the broader banner of system wide UN reform. These include continued strengthening of oversight functions and Secretariat accountability within the UN system (Office of Internal Oversight Services and the Joint Inspection Unit), the strengthening of the Department of Political Affairs and Special Political Missions. The new system of the Administration of Justice commenced in 2009, but a number of

issues still require attention, such as human resource issues and conditions of service for UN employees. South Africa will continue to actively participate in the debates and negotiations to resolve these issues.

Guidelines and criteria for a consistent and co-ordinated approach for identifying and fielding South African candidates for positions in international organisations to be filled as well as support of candidates of other countries in elections have been developed and will be submitted to interdepartmental fora for comment and implementation. It has become critical to follow a co-ordinated approach in this regard.

In respect of UN programmatic and budgetary issues South Africa will continue to focus on increasing support to African development challenges in particular and developing countries in general. Of key concern will be efforts to ensure that the UN system becomes more responsive to the mandates given to it by member states.

South Africa continues to reaffirm its commitment to the protection of human rights and fundamental freedoms and is striving for the strengthening of the mechanism for the protection of, as well as the acknowledgement of, economic, social and cultural rights on par with all other human rights, including the right to development.

South Africa also continues to be a major and influential player in the development of international human rights law. In this respect South Africa is part of the leading countries at the UN who continually evaluate the effectiveness of the existing human rights treaties and propose additional instruments in a norm and standard setting process with the view to updating and strengthening such treaties. South Africa has, in conjunction with members of the AU, been actively involved in the elaboration of human rights instruments.

South Africa will continue to facilitate the implementation of the UN Convention Against Transnational Organised Crime and its Protocols, namely: Protocol to Prevent, Suppress and Punish Trafficking in Persons; Protocol against the Smuggling of Migrants by Land, Air and Sea; and Protocol against the Illicit Manufacturing and Trafficking in Firearms, Their Parts and Components and Ammunition. The UN Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances will remain the focus of the war against illicit drugs. Monitoring mechanisms for the UN Convention Against Corruption will remain a challenge.

In terms of gender issues South Africa continues to play an active role in advancing the UN Secretary-General's proposals on

strengthening the UN Gender machinery, and in mainstreaming gender into all peacemaking, peace keeping and peace building operations of the UN whilst also continuing to seek to strengthen the protection given to Children in Armed Conflict.

Internationally there has been an increase in human vulnerability as a result of both the sudden onset of natural disasters and complex humanitarian emergencies. During recent times the world has witnessed a serious and concerning disregard for International Humanitarian Law (IHL) and its fundamental principles during conflicts, especially where civilians are indiscriminately targeted. The Department will therefore continue to interact within and support the UN Humanitarian System, specifically the implementation of the Hyogo Framework for Action through the International Strategy for Disaster Reduction's (ISDR) Global Platform for Disaster Risk Reduction, to contribute to the development of relevant international norms and standards in an attempt to alleviate human suffering. It will also co-ordinate South Africa's continued internalisation and compliance with relevant instruments of IHL. Following on this commitment to the development and implementation of IHL, the Department will continue to co-host the ICRC Annual Regional Seminar on the Implementation of International Humanitarian Law and will also co-host, support and participate in the Swiss Government's initiative to disseminate the Montreaux Document on Private Military and Security Companies

Food Security remains one of the major challenges to the Region and Continent. The Department will therefore continue to engage the UN Food Agencies within the context of the NEPAD Agricultural Priority and the Comprehensive African Agricultural Development Programme (CAADP) to ensure that the Agencies' programmes and work plans benefit the Continent and the Region. The Department will also effectively engage in the reform processes of these agencies to ensure that they respond to the particular needs of Africa efficiently.

In order to address the challenges of displaced persons, particularly in Africa, South Africa will continue to work with the United Nations High Commissioner for Refugees (UNHCR) and support their Repatriation, Re-integration and Rehabilitation programmes in order to contribute to the stability and sustainable development of the Continent. The Department will contribute in particular to efforts by the AU to find durable solutions to the challenges of Internally Displaced Persons (IDPS), Refugees and Returnees.

South Africa will continue to play an active role in all aspects of disarmament, non-proliferation and arms control as these relate to both weapons of mass destruction and conventional arms. While actively promoting and supporting the non-proliferation

of weapons of mass destruction, with the goal of promoting international peace and security, South Africa will continue to promote the importance of ensuring that non-proliferation controls do not become the means whereby developing countries are denied access to advanced technologies required for their development. Current focus areas include the preparations for the Review Conferences of States Parties to the Mine Ban Treaty (2009), the Treaty on the Non-Proliferation of Nuclear Weapons (2010), the Bacteriological (Biological) and Toxin Weapons Convention (2011) and the conference to review progress made on the implementation of the UN Programme of Action on small arms and light weapons (2012), with particular emphasis on the interests of developing countries, including the promotion of access to technologies, Cooperation and assistance.

An issue of increasing importance is that pertaining to energy security that continues to hamper development efforts. In this regard, South Africa will promote the right of particularly developing countries to adequate renewable sources of energy to underpin sustainable development, including access to nuclear energy as part of their energy mix, consistent with South Africa's domestic energy policies and programmes.

Through participating in international fora and multilateral organisations, one of South Africa's objectives is to advance active follow-up to the implementation of the outcomes of major UN Conferences and Summits. The various UN Summits and International Conferences, such as Durban (WCAR), Monterrey (FfD), Doha (WTO), Brussels (LDCs) and Johannesburg (WSSD) have provided clear strategies and international development goals (IDGs) including the achievement of the MDGs for advancing the development process. South Africa in 2009 will participate in the United Nations High-Level Conference on South-South Cooperation and the United Nations High-Level Conference on "the world financial and economic crisis and its impact on development." What remains is to ensure the implementation of the commitments made during these meetings. There is an urgent need to translate commitments that have been made into concrete action, in particular in the areas of financing for development and poverty eradication.

The promotion of the Development Agenda remains an important foreign policy priority for South Africa. South Africa in 2010 will serve a three-year term on the Executive Board of the UNDP/UNFPA. As a Board member, South Africa will provide support to and supervise the UN Development Programme, which is the main body responsible for coordinating UN development work, and the UN Population Fund, which plays a leading role in promoting population programmes. In an effort to strengthen their engagement at a country-level, the

South African Government and UN Evaluation Group in 2009 and onwards will implement the findings of an independent joint evaluation of the impact of the UN's presence in South Africa. The joint evaluation was the first of its kind and used the overall objective of South Africa's foreign policy, namely to work towards "a better South Africa", within "a better Africa" and "a better world" as the conceptual framework. It provides a unique opportunity to ensure that the UN programmes are aligned with the priorities of the Government.

The Group of Twenty (G-20) continues to play an active role in international efforts to seek global responses to the international financial crisis. South Africa is the only African country in the G-20 and will continue to utilise its membership to raise issues of concern to Africa with other G-20 leaders. At the G-20 Summits in Washington and London, South Africa *inter alia* has stressed the need for developed countries to meet their commitments of increased aid to developing countries, as well as to ensure a stronger voice and representation for developing countries in the International Monetary Fund and World Bank. South Africa will engage with other G-20 countries to ensure the implementation of G-20 decisions that are aimed at limiting the impact of the crisis on developed and developing countries and preventing the occurrence of similar crises in future.

South Africa continues to contribute to the implementation of existing as well as the development of new Multilateral Environmental Agreements (MEAs) and other multilateral processes as a way to foster a global partnership in addressing global environmental challenges. This involvement includes areas such as biodiversity, desertification, global warming, deep seabed exploration and marine and maritime protection.

The threat posed by climate change and associated impacts on the loss of biodiversity and desertification continues to present a major challenge with which South Africa is actively engaged. A team of experts constituted by all the relevant departments will continue to interact with the international community in addressing strategies to combat these phenomena, most notably through the participation in the Bali Roadmap Process, which sets the framework of action for negotiations towards strengthening the climate regime after 2012. In addition climate change will be addressed in a number of other international forums, including the Major Economies Forum (initiated by the United States of America under the Bush Administration as the Major Economies Meeting) and the G8.

The seventeenth session of the third two-year thematic implementation cycle of the Commission on Sustainable Development (CSD) is regarded as the "Africa Cycle" as it focuses

on the Johannesburg Plan of Implementation (JPOI) chapter that deals with sustainable development in Africa. In order to maximise the benefits for Africa, South Africa will support an assertive leadership role by Africa for a constructive and action-oriented cycle that produces a positive outcome for the region.

In the context of the United Nations Convention on the Law of the Sea (UNCLOS), South Africa is in the process of finalising the required scientific work in preparation of its submission for an extended continental shelf which will result in an increase of South Africa's territory by between 175 000 and 1,5 million square kilometres. The country is also seized with the discussions on the future of the International Whaling Commission and the performances review of a number of Fisheries Management Organisations such as the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR).

The South African government has recognised the fundamental importance of space science and technology, not only in the context of the modern knowledge-based society but as an integral part of a wider political and economic strategy to address national and regional development priorities. In this context the Department will continue to participate actively in the UN Committee on the Peaceful Uses of Outer Space, in particular to promote opportunities for developing countries to access capacity building programmes in the area of Space Law as well as to actively support South Africa's participation in the UN Platform Space-based Information for Disaster Management and Emergency Response (UN SPIDER), which seeks to use space-based information for disaster management and support, in particular for developing countries

South Africa is also active in the field of social development as part of the global agenda on development. Follow-up to the 1995 Copenhagen World Summit on Social Development includes work on the three pillars of social integration, poverty eradication and full employment. The introduction of a focus on the social dimensions of NEPAD provided an opportunity to elaborate on the challenges facing the Continent. South Africa is currently in the midst of identifying elements that constitute the social dimensions in NEPAD, to highlight issues of poverty, hunger, illiteracy, health, infant mortality and gender balance, also through strengthening relations within the United Nations Educational, Scientific and Cultural Organisation (UNESCO) context.

International Law

Over the past two decades, a radical transformation of international politics has taken place that has resulted in fundamental changes in the international legal order. The importance of international law in enhancing a rule-based international order has been considerably extended as international law moved away from its traditional premise of a system of sovereign states towards a more extensive 'constitutional' framework for international society aimed at improving the human condition. Consequently, a proliferation in fields of regulation and judicial organs has taken place. These developments have further enhanced the importance of the key principle of South Africa's strategic foreign policy objective to contribute to the formulation of international law and the enhancement of respect for its provisions.

In the area of Consolidation of the African Agenda, the continent's multilateral systems have been overhauled and new ones introduced, based on the principles of international law. International law continues to play an important role as these institutions continue with the implementation of their mandates and the formulation of new organs such as the African Union Authority. International law will continue to play a role in support of the African Agenda and to enhance Africa's own initiatives in developing effective structures of which the integration of the African Court on Human and Peoples Rights and the African Court of Justice are good examples.

Through the negotiation of various agreements in the area of strengthening South-South and North-South Cooperation, respect for international law will continue and form an important basis for strengthening relationships through the work of the Joint Commissions, etc. The same remains true for the area of strengthening political and economic relations.

In the area of Participation in the Global System of Governance, the formulation and codification of international law that takes place inter alia in the work of the International Law Commission, the Sixth (legal) Committee of the UNGA and in the Asian African Legal Consultative Committee, will continue to play an important role.

The Treaty division of the Department shall continue to be the sole Government custodian of all treaties concluded by South Africa.

STRENGTHENING OF POLITICAL AND ECONOMIC RELATIONS AND DEEPENING OF BILATERAL PARTNERSHIPS

The strengthening of political and economic relations remains a high priority for the Department in the medium term strategic framework.

The focus of South Africa's bilateral engagements in her international relations has traditionally been focused on the consolidation of bilateral political relations. These traditional bilateral partnerships have been consolidated and they remain an important vehicle for promoting South Africa's domestic priorities and establishing focused and strategic platforms of Cooperation. To this end, bilateral relations with partners both in the developing and developed world will continue to be utilised to identify opportunities for the strengthening of Cooperation for the socio economic development of South Africa and the region.

In response to the government's priority of growing the economy in order to address the socio-economic challenges of the country, the Department has positioned itself to respond to this imperative through inter alia, engaging partners to provide technical assistance in critical areas as identified in the ASGISA and JIPSA initiatives.

South Africa will also continue to pursue her interests and those of Africa in all economic bilateral and regional interactions, as well as enhancing efforts to promote intra-African trade and mutually beneficial partnerships. South Africa will use current Cooperation arrangements such as the South Africa-EU Strategic Partnership, amongst others, to advance its objective.

AFRICA

South Africa will utilise current and planned structured bilateral engagements to strengthen and expand Cooperation in the political, economic and social spheres. South Africa will consolidate bilateral Cooperation with African countries by engaging in sustainable partnerships for development. These partnerships for development will focus on:

- a. Strengthening democratic institutions and effective governance;
- b. Strengthening mechanisms for conflict prevention, peace building and post conflict reconstruction and development;
- c. Building capacity in the military, police sectors and assisting with security sector reform;
- d. Contributing to efforts to restore macro-economic and fiscal stability;
- e. Assisting in instituting legal and regulatory frameworks for trade and investment and financial markets;
- f. Supporting and assisting in establishing gender equity in all institutions of governance and within civil society;
- g. Building capacity in education, training, and health services and on programmes to contain TB, malaria, HIV/AIDS and other communicable diseases;
- h. Supporting the development of infrastructure to facilitate intra-African trade and investments;
- i. Forging partnerships to improve agricultural production for local consumption and for export;
- j. Cooperation on scientific and technological research;
- k. Assisting in the development of tourism and encourage cultural exchanges;
- l. Cooperation in the beneficiation of mineral resources and improve capacity in the energy sector and
- m. Supporting the development of organised civil society, youth and other formations.

Southern Africa

The Southern African region remains relatively peaceful and politically stable despite security and post conflict reconstruction and development challenges in the Democratic Republic of the Congo (DRC). South Africa as an integral part of the SADC region will continue to support peace, security, stability and prosperity in the region. Political and economic stability in the region would contribute immensely to regional economic integration.

In the DRC, South Africa is extensively involved in institution and human resource capacity building. The convening of the Bi-National Commission (BNC) with the DRC and the implementation of identified Post Conflict Reconstruction and Development (PCRD) projects remain critical. In addition, South Africa will continue to be actively involved in the Security Sector Reform in the DRC with a view to capacitating the DRC's national army.

South Africa together with SADC countries will continue to support the implementation of Zimbabwe's Global Political Agreement and socio-economic reconstruction and development of Zimbabwe paying particular attention to the country's Short Term Emergency Recovery Programme (STERP). In this regard, South Africa's support will among others focus on direct budget support, opening of credit lines and support in infrastructure rehabilitation. The South African Government hopes to partner with the private sector in this endeavour. Following the successful meeting of the Joint Commission for Cooperation with Zimbabwe, South Africa will step up efforts to promote bilateral cooperation between the two countries on a range of areas.

Efforts will be undertaken to expand and deepen bilateral cooperation and increase the volume of two-way trade and in-

vestment with the sister republic of Angola. High level visits will be undertaken in this regard.

Presidential Economic Commissions will be held with Namibia, Tanzania and Mozambique to further consolidate and enhance economic Cooperation. Meetings of the Joint Permanent Commissions (JPC) will be held with a number of countries, including Angola, Botswana, Lesotho, Malawi, Mozambique, Swaziland, Zambia and Zimbabwe. Investment Promotion and Protection Agreements will be pursued with countries in the region where such Agreements are not yet in place.

South Africa will also work to strengthen its Cooperation with Namibia, Botswana, Mozambique and Zimbabwe in Joint Commissions on Defence and Security in pursuit of regional peace, security and stability.

West Africa

During 2009-2012, South Africa will intensify its diplomatic activities with countries of West Africa by consolidating and expanding its bilateral relations, and by supporting international and continental efforts aimed at entrenching peace and development in the region. South Africa will continue to support the implementation of the Ouagadougou Agreement as a basis for entrenching peace and stability in Cote d' Ivoire.

During the forecasted period, Bilateral Commissions will be held with the Republics of Mali, Ghana and Burkina Faso.

In 2009 South Africa and Nigeria will celebrate 10 years Anniversary of the establishment of the structured relations between the two countries. The South Africa-Nigeria Bi-National Commission was established in 1999 as a mechanism to strengthen and expand relations. The 10th Anniversary celebrations provide the two countries with an opportunity to evaluate progress and identify other areas of cooperation within the context of the BNC. During the forecasted period, the Joint Presidential Advisory Council on Investment (JPACI) which was inaugurated in Nigeria in February 2009 will be utilised to enhance trade and investment relations between South Africa and Nigeria.

The practical expression of these structured bilateral relations is found in the developmental projects that South Africa is undertaking in the region. These range from the electricity generation project, and the rice and vegetable production project conducted jointly with Vietnam in Guinea-Conakry, the IBSA Livestock Development and Agricultural project in Guinea-Bissau and the Cuban Medical Brigade in Mali.

South Africa will also continue supporting efforts towards en-

trenching peace, security and development in the region, by inter alia, supporting Post-Conflict Reconstruction and Development and establishing working relations with the Gulf of Guinea Commission.

Central Africa

Structured Bilateral Commissions will be held with the Republics of Gabon, Congo- Brazzaville, Cameroon, and Sao Tome and Principe. Preparations will be made to launch the Joint Commission with the Republic of Equatorial Guinea.

In the period 2009-2012, South Africa will continue implementing developmental projects in the region. These range from capacity building projects in Sao Tome and Principe, SANDF projects in the Central African Republic and the cattle farming project in Equatorial Guinea.

South Africa will support efforts by the UN and AU to stabilise the situation in Chad.

North Africa

The extensive legal framework for Cooperation that exists between South Africa and the North African region provides for the expansion of political and economic relations. South Africa will continue to strive to enhance its political and economic interaction with these countries in order to consolidate bilateral and multilateral relations.

In the coming year, South Africa will continue to interact with Egypt, Libya, Tunisia and Algeria through Joint Bilateral Commissions and review meetings as part of ongoing efforts to strengthen relations in all spheres of Cooperation. South Africa will also continue with its efforts to normalise relations with Morocco.

South Africa will continue to support the African Union efforts to bring about the return to constitutional order in Mauritania.

In respect of Western Sahara, South Africa will continue to support UN initiatives and encourage the parties to the dispute to find a just and lasting solution to the conflict. South Africa will continue its humanitarian assistance programme to the Saharawi Arab Democratic Republic.

East Africa

During the 2008-2011 period South Africa will further strengthen its diplomatic relations through the hosting and attending of existing Structured Bilateral Commissions with the Republics of Ethiopia, Uganda, Rwanda and Sudan.

Following the watershed agreement under the mediation of Mr Kofi Annan and his Panel of Eminent African Personalities, South Africa continued to support efforts aimed at bringing about stability in Kenya.

The implementation of the Comprehensive Peace Agreement (CPA) between the Government of Sudan and the Sudan People's Liberation Movement has reached a critical stage. South Africa supports the full implementation of the CPA. The ongoing conflict in Darfur still remains an immense challenge for Sudan and the whole international community, with the peace-keeping mission of the AU/UN facing challenges in deploying troops and the continued postponement of the peace talks. South Africa supports the full implementation of the Comprehensive Peace Agreement in order to ensure that the political parties are committed towards holding the scheduled elections in 2010. South Africa will also support the African Union High Level Panel on Darfur led by former President Thabo Mbeki as well as the UN, Qatar and Arab League initiatives. The DIR&C –GOSS-UNISA capacity and institution building programme is running optimally having already trained over 1500 participants. The fourth phase of the project together with the police project will be launched in 2009.

South Africa will continue to support Somalia's reconciliation efforts and will, as part of the international community assists the Somali to find a peaceful and lasting solution to their crisis. In the interim and after the inauguration of the new Transitional Federal Government as per the Djibouti processes, South Africa is working towards establishing official bilateral relations with Somalia.

As the African Union's Coordinator of the Countries of the Region on the Comoros, South Africa supports a multilateral approach to the resolution of the conflict in the Comoros. South Africa believes that the solution to the crisis in the Comoros should be based on the implementation of the Fomboni and Beit Salaam Agreements signed by all islands in the Comoros in February 2001 and December 2003 respectively.

With regard to Mauritius and Seychelles, high level and multi-sectoral, technical visits will be undertaken to intensify bilateral relations. South Africa will continue to encourage political dialogue in Madagascar in an attempt to resolve the political impasse.

ASIA AND MIDDLE EAST

Central and East Asia

South Africa will continue to place high priority on economic diplomacy in its relations with the People's Republic of China (PRC), Japan and the Republic of Korea (ROK), as well as selected countries of Central Asia. Nearly sixty percent of South

Africa's trade with Asia is with the countries of East Asia, which are also important sources of International Relations direct investment and tourism for the country.

South Africa will also continue to engage these countries to direct development assistance into the priority areas of the South African Government, namely education, health, land reform and rural development, fight against crime and creating decent work. The implementation of the various development initiatives for Africa, particularly to ensure that they are aligned to the NEPAD priority programmes, will also be emphasised in our bilateral and multilateral engagements within the context of the Forum on China-Africa Cooperation (FOCAC), Tokyo International Conference on African Development (TICAD) and the Korea-Africa Forum (KAF).

In 2010 South Africa and Japan will celebrate a centenary of official relations and the opportunity will be utilised to further strengthen bilateral relations. South Africa will also participate in the 2010 Shanghai World Expo, which will be attended by an anticipated 70 million visitors.

South Asia, South East Asia, and Australasia

The main thrust of South Africa's engagement with the countries of South Asia will revolve around the further strengthening of ties through supporting negotiations towards the conclusion of the SACU-India Preferential Trade Agreement (PTA) in pursuit of which two rounds of negotiations have been held to date. South Africa will also utilise its good relations with India to source much-needed skills transfers and investments.

In South East Asia, South Africa will continue to build on the cordial political relations with countries in South East Asia and will explore market opportunities in the region. South Africa could consider taking the lead in exploring ways to strengthen ties between SADC and ASEAN (Association for South East Asian Nations) since the two organisation are regional counterparts.

In Australasia, South Africa will continue to strengthen political and trade ties by boosting the already strong economic ties in existence, and will consolidate ties with the Pacific further by expanding representation in the region. In order to service the sizeable South African expatriate community in Australia and New Zealand (100 000 and 60 000 people respectively), South Africa is increasing its representation by opening a mission in Wellington. Across the whole region, more opportunities for addressing the country's critical skills shortage through placements, internships and other human resources development interventions will be sourced. South Africa will do the same for countries of the region in need of expertise, especially in the consolidation of democracy and institution building.

Middle East

The Middle East region remains of crucial importance to South Africa due to the fact that it currently obtains some 65% of its oil imports from the region and due to the long-standing Arab-Israeli conflict which continues to occupy the international community as a whole. At present South Africa has 10 Embassies and 2 subordinate Consulates-General in the 14 countries of the region. South Africa will continue to engage these countries to direct assistance into the priority areas of education, health, land reform and rural development, fight against crime and creating decent work.

Gulf States

South African involvement, including direct investments, within the strategic economic sectors in the Middle East, continues to be significant. These sectors include petrochemicals, defence and telecommunications. Despite the recent global economic downturn, economic opportunities presented by the Gulf countries continue to draw South African nationals to the region where they occupy positions in a variety of sectors, including project managers of some of the most prestigious building contracts in the area. Most of these South Africans serve on a contract basis and repatriate a significant sum of their earnings back to South Africa. Some 18,000 South African Muslim pilgrims travel to Saudi Arabia every year.

The economies of the Gulf States are net importers of non-oil goods and therefore a potentially lucrative market for South African companies. Because Gulf economies are dominated by the oil, gas and petrochemical industries, it presents South Africa with unique opportunities. Several South African companies are doing business in the region. Some companies of the region in return have made significant investments in South Africa, notably in the hospitality sector.

As a result of the huge oil revenues amassed by the Gulf states prior to the global financial crisis, which emerged towards the end of 2008, South Africa has also focused on encouraging sustained large scale International Relations direct investment from the Gulf states and will continue to do so, despite the negative international economic situation.

South Africa has established Joint Bilateral Commissions (JBCs) with important countries in the Gulf region, which allow for matters of bilateral and multilateral concern to be addressed at ministerial level on an annual basis. Agreements have been signed, or negotiations have been completed, to commence with similar structured bilateral meetings with five more countries in the region during 2009/10.

Levant

Despite being geographically removed from the region, South Africa continues to be actively engaged in assisting international efforts aimed at bringing about a lasting solution to the Israeli-Arab conflict. Consequently the South African Government will continue to urge the Palestinian National Authority and Hamas to ensure that political unity in Palestine is re-established as soon as possible. Through commitments given at the Paris Donors' Conference towards the end of 2007, South Africa will continue to support capacity building projects within the Palestinian government structures and the economic reconstruction of the Palestinian territories to an amount of US\$ 1 million per annum, over a three year period.

South Africa, similarly, adheres to its commitment to capacity and institution building in Palestine within the framework of the Indian-Brazil-South Africa (IBSA) Forum, which had also pledged to provide assistance to Palestine to the value of US\$ 1 million per annum, over a three year period.

South Africa has, in principle, supported the constitutional and democratic efforts to restore peace and security to Iraq. Following a successful visit by Iraqi parliamentarians in 2006 to share aspects of the South African transition and reconciliatory efforts with Iraq, similar visits took place during the second half of 2008 and it is the intention to facilitate similar such visits during the future. South Africa also demonstrated its commitment to expanding its bilateral ties with Iraq through its training of Iraqi Commerce and Industry officials in 2008 and the invitation it had extended to the Iraqi Under Secretary for International Relations and Cooperation, Mr Labeed Abbawi to visit South Africa, which he did in April 2009 – the second such Ministerial delegation to visit the country in recent years. South Africa will also pursue its economic engagement with Iraq taking into account the fact that the latter country reportedly has the second largest oil reserves in the world.

AMERICAS

Traditional bilateral partnerships with the Americas remain an important vehicle for promoting South Africa's domestic priorities and establishing focused and strategic platforms of Cooperation. To this end, bilateral relations with partners both in North and South America, will be increasingly utilised to identify opportunities for enhanced political consultations, expanded trade and investment ties, capacity building through skills transfers and training programmes in line with JIPSA and ASGISA priorities; opportunities for developing and sharing new technologies, particularly in the fields of ICT and sustainable energy; and the development of trilateral Cooperation initiatives; and support for strengthening the safety and security sector.

The strong African Diaspora in the Americas will be actively engaged in particular in relation to skills transfer and capacity building. In the short term the focus will be on supporting preparations for a successful Africa Diaspora Summit while in the medium to longer term the emphasis will be on follow-up actions and the implementation of the decisions and outcomes of the Summit. Special focus will be placed on closer linkage between opportunities and offers for capacity building and priority needs on the continent.

South African interests, and those of Africa, will be pursued in all political, economic bilateral and regional interactions, with specific reference to the structured bilateral mechanisms. Focus will also be placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential and opportunities. Marketing initiatives will have a strong dimension of portraying South Africa as a stable democracy and safe investment destination.

Latin America and Caribbean

Bilateral relations with Latin America and Caribbean will continue advancing the development agenda of the South, in particular the African Agenda and the strengthening of Cooperation amongst developing countries through active participation in groupings of the South at regional, interregional and multilateral levels. A number of important incoming visits from Latin America during 2009 will provide a platform for closer Cooperation.

The 2nd South American-African Summit will be a key event in pursuing South-South Cooperation and will engage Latin American countries in preparations for this event, which will be hosted in Venezuela in September 2009. In the medium and long term focus will be on consolidating and implementing follow-ups to the Summit decisions and outcomes as a base for strengthening South America-African Cooperation. The AU-CARICOM Diaspora Summit scheduled for December 2009 will go a long way to strengthening relations between Africa and the Region.

The IBSA tri-lateral Cooperation is another important forum for advancing South-South cooperation. It is also expected that the conclusion of the SACU-MERCOSUR Preferential Trade Agreement will give impetus to inter-regional trade.

Of particular importance is the need to support the building of stronger and balanced relationships with Latin American and Caribbean countries. Consideration will be given to hosting of a multi-sectoral workshop to devise a new strategy for strengthening economic and trade relations with Latin America and follow-up work to be done.

Bilateral relations with Latin America and Caribbean will further be utilised to enhance economic, scientific, technical and business opportunities through bilateral mechanisms such as JBCs. In this regard, the following events will take place, namely, South Africa will host the 4th South Africa Brazil Joint Commission, whilst Cuba will host the 6th South Africa Cuba Joint Bilateral Commission during the second half of 2009, Venezuela the 1st South Africa Venezuela Joint Bilateral Commission during the second half of 2009 and Mexico the 1st South Africa Mexico Joint Bilateral Commission during the first half of 2010.

Continued emphasis will be placed on national, continental as well as multilateral efforts in support of peace and stability in the Latin American and Caribbean region.

North America

The bilateral relationships with the developed countries of North America (US and Canada) remain strong with Cooperation expanding on matters of common interest and mutual benefit. Since 1994, business, civilian and governmental links with North America have expanded exponentially and strong working partnerships have been established.

North America offers immense potential for bilateral trade and investment, with efforts to promote South Africa as an exceptional trade and investment destination to receive increased commitment. SA is one of North America's leading trading partners in Africa, and accounts for the most diverse trade flows. North America has been one of the largest foreign investors in the SA economy since 1994, as well as the largest donor of official development assistance.

Structured annual bilateral engagements, as well as other ongoing interactions with the developed countries of North America have served to highlight the important role that they can play in supporting key initiatives of national importance, such as the NEPAD, and the fight against communicable and infectious diseases, including HIV and AIDS. Support for the NEPAD remains strong within the Canadian Governmental structures, US Administration, US Congress and the business sectors, with particular focus on the implementation of infrastructure development projects. South Africa will continue to prioritize the need for greater implementation of these projects, especially in view of the fact that the US and Canada form part of the G8 and other important multilateral fora.

In the short and medium term efforts will be made by South Africa, in Cooperation with its partners on the Continent, to devise a common approach on matters of peace and security with special emphasis on international partnerships for post-conflict reconstruction and development.

EUROPE

Eastern Europe

The Eastern Europe region is of crucial importance to South Africa's strategic objectives. This straddles across a wide spectrum of economic and political interests. This region is well endowed with strategic minerals that are of vital importance to South Africa's economic livelihood. South Africa and Eastern Europe control vast reserves of the world's Platinum Group Metals, thus there is a massive opportunity for mutual beneficial Cooperation in this area. Further, the regions natural energy endowment in oil and gas coupled by her technological advancement in nuclear energy offers South Africa with opportunities of addressing energy challenges.

Cooperation with Eastern European countries given their advancement in the field of science and technology has the potential to contribute constructively to South Africa's and the rest of Africa's infrastructural and developmental challenges.

At the political level, through structured bilateral mechanisms, South Africa's relations with Eastern European countries, especially the Russian Federation augurs well for South Africa's aspirations of a just global governance system and pre-eminence of multilateralism in the international arena.

Economic ties are growing, from a low base, but with significant potential for future expansion.

Thus relations with Eastern European countries, properly nurtured in the next three years will contribute effectively to the achievement of South Africa's strategic objectives and the African Agenda.

The region possesses immense knowledge and expertise in the field of science and technology. It is expected that in the near future South Africa, in Cooperation with the Russian Federation, will launch its first satellite into space. Thus continued, scientific interactions with the region will result in increased transfer of skills, knowledge, and experts, especially given that one of South Africa's main objectives is to broaden the country's science and technology base.

Central Europe

The accession of seven Central European countries to the European Union (EU) not only influenced South Africa's political and economic relations with these countries but also impacted on South Africa's strategic and multifaceted relations with the EU. In order to meet the challenges and take full advantage of the new opportunities, it will be imperative to maintain and further strengthen the existing political and economic relations with the Central European region.

There will also be a concerted effort to develop economic relations with some of these countries. The primary effort will be to engage South African business to take cognisance of business opportunities in the region and to participate actively in fairs and exhibitions as well as road shows.

South Africa will also utilise its strategic relations with Central European countries to promote South Africa's strategic objectives and the African Agenda. Since most of the countries in Central Europe play an important role in the field of science and technology, emphasis on developing more programmes of Cooperation in this area as well as skills development projects will receive priority attention.

Western Europe

Western Europe is geo-strategically located in close proximity to Africa and as such has a vested interest in the African Agenda. Relations with Western Europe are therefore currently evolving within the framework of the EU and AU with mutual recognition of common interests, shared values and accountability.

Most Western European countries and the EU have made relations with Africa a foreign policy priority and South Africa is engaging them on issues around content and efficiency of the relations with specific reference to the Millennium Development Goals. Although relations with the region cut across the spectrum of international matters, alliances continue to be issue based. Besides the EU, the region consists of members of the G8, P5 and non-permanent members of the UNSC and regular engagement through both multilateral and bilateral interaction on all levels is essential.

Western European countries remain key trade and investment partners of South Africa, as well as major sources of tourism. South Africa enjoys close political relations with Western European countries and the EU and engages in substantial and fruitful cooperation partnerships with them. The focus on the establishment of trilateral cooperation to promote peace and security on the African continent will be maintained.

Economic cooperation will be continued including initiatives in support of ASGISA and the Human Resources Development Strategy for South Africa (HRDSSA) in view of the shift from development assistance to economic Cooperation from Europe and the lack of skills in South Africa. Diplomatic and economic relations with Western Europe will concentrate on the five priority areas: education, health, land reform and rural development, the fight against crime as well as creating employment. As a developed region Western Europe remains a crucial partner to achieve success and best practices will be utilized to enhance these focus areas in South Africa.

Mediterranean Europe

South Africa and Mediterranean Europe enjoy cordial bilateral relations characterised by sustained frequent interaction on all levels of government. Although trade and investment with this region is increasing substantially, economic cooperation will continue to be one of the mainstays of our relations with Mediterranean Europe.

Mediterranean Europe is involved with various issues on the African continent either bilaterally or as members of multilateral organisations and will continue to be engaged in their different capacities to enhance the African Agenda.

DICO will continue cooperation with the region to attain accelerated growth, capacity building and the acquisition of skills particularly in the fields of education, health, crime prevention and job creation.

UK, Ireland and Benelux countries

South Africa will continue its focus on the promotion of both political and economic cooperation with countries of this region, which remain important trade and investment partners, as well as major sources of tourism. This will, inter alia, entail a special emphasis on initiatives in support of HRDSSA (also with a view to job creation) and ASGISA including finding ways to manage the international financial crisis.

Priority will be given to the Consolidation of the African Agenda, particularly the establishment of trilateral Cooperation to promote peace and security as well as post-electoral reconstruction in the Great Lakes Region and elsewhere. Efforts will be made to maintain support for African countries towards reaching the Millennium Development Goals, also in the context of the G20.

Work within the framework of bilateral mechanisms with the countries of this region will concretise outcomes in the identified sectors such as education, skills development, post settlement support following land restitution (Belgium), defence and police Cooperation, sports development and further consolidate the already existing strong relationships. There are also well established partnerships in the area of development Cooperation within the SADC region. Cooperation in multilateral fora will also be promoted in pursuit of South Africa and Africa's strategic objectives and effective multilateralism.

German-Speaking and Nordic Countries

The existing strong bilateral relations will be further consolidated with the German-speaking and Nordic countries. These

well-established good ties of friendship and mutual understanding continue to present vast opportunities for cooperation in a multitude of fields such as education, skills development, investment and job creation, science and technology, etc. These governments should be engaged to identify and secure new projects and sustain good practices.

The German-speaking and Nordic Countries have a strong commitment towards the AU and its programmes, which includes development cooperation both bilaterally and through the EU. Most countries are engaged in joint projects with Africa regarding inter alia capacity building, conflict prevention and resolution; and disarmament. A number of agreements have been concluded, which will provide the framework for further cooperation. Trilateral cooperation between South Africa, African and German-speaking and Nordic Countries will be further promoted to broaden joint development assistance into Africa and in particular the SADC region.

Following a number of high-level visits there is a strong sense of commitment to increase trade and investment with South Africa in particular to support the JIPSA. The size of the German-speaking and Nordic markets remains a major opportunity for South African exports but there is room for further growth. South Africa will continue to engage Germany on its willingness to share its experience of hosting the FIFA Soccer World Cup in 2006, and Switzerland and Austria have expressed their interest in sharing their experiences of the Euro 2008 soccer championship with South Africa.

South African Development Partnership Agency (SAPDA)

As part of ongoing efforts to deepen and consolidate the developmental partnership with African countries South Africa will establish a development agency, the South African Development Partnership Agency (SAPDA). This agency will coordinate all South African development assistance to Africa.

Strengthen People to People Cooperation

With regard to interstate relations South Africa will also consolidate and continue to build relations with civil society organizations and other non state stakeholders with a view to strengthening people to people cooperation.

ORGANISATIONAL STRENGTHENING: HUMAN RESOURCES

Following the implementation of our newly developed HR strategy last year, we have been able to achieve the objectives set

for the 1st year. In light of the change of name and additional responsibilities, we anticipate exciting work, interesting challenges within the Department and specifically for Human Resources.

Our efforts for the next 3 years will be on intensifying our Talent Management processes, with specific focus on Career and Succession Management. Creation of talent pools within the length and breadth of the organisation is key to building capacity and ensuring future leadership for the organisation.

Part of ensuring that the Department has future human capacity is the ability to be able to attract the best talent in the employee market. We will therefore continue our efforts in building further the profile and positioning of the Department as an attractive employer. Our focus for the next 3 years will be to ensure that the good image we currently have in the Employee market is equally matched by the reality of employee experiences within the organisation. This entails continuing to work on and entrench the desired Culture within the organisation. Work has been done to determine what the desired culture is. The next three years will afford us the opportunity to implement interventions that gets us closer to achieving the desired culture.

We will also focus our attention on improving the human resources processes for the 2380 Locally Recruited Personnel in all the host countries. Previous work in this area entailed implementing a common performance management system and job profiles. This year, we will give particular attention to remuneration.

The Strategic Plan also details the areas that we will be working on in the next 3 years.

DIPLOMATIC TRAINING, RESEARCH AND DEVELOPMENT (DTRD)

The Branch: Diplomatic Training, Research and Development has been consolidated into a single entity combining the Diplomatic Academy and the Policy, Research and Analysis Unit (PRAU). The primary thinking behind this merger is to create a unit that will address the skills developmental needs of the Department whilst developing a cutting edge policy research capability within the organisation. The branch will, in essence, be able to conduct research into long-term global drivers, geo-strategic shifts and predicted outcomes for South Africa and Africa. Intrinsic to this thinking will be to inform and train South African Diplomats in a more coherent manner in pursuit of South Africa's foreign policy goals.

PRAU occupies a unique position because it is the only research unit in South Africa which has access to our dip-

lomatic missions abroad and therefore understands diplomatic practice and its dynamics. The strategic direction is to reposition PRAU by strengthening its relationship with the political desks and missions abroad in order to make its research outputs relevant and responsive to the needs of the Department. This would include providing cutting-edge and well-coordinated policy reflection that will facilitate informed policy formulation. This will allow an interface between the Department of International Relations and Cooperation and similar structures in other Government Departments, as well as with academia, the private sector and civil society in general.

The strategic priority of the Diplomatic Academy is to reposition the Foreign Language Directorate as the primary vehicle for developing foreign language capacity across the public service, in order to pursue South Africa's foreign policy and cooperation objectives globally. The Academy is also envisioned to consolidate and develop generic skills within the Department of International Relations and Cooperation for organisational effectiveness, thus creating a platform for enhanced service delivery.

This branch, therefore, aims to pursue two-fold objectives, namely:

1. To train and develop employees of the department to contribute to Government's priority programmes and to contribute to the enhancement of individual and organisational programme; and
2. To conduct Research and Analysis on issues pertaining to South Africa's International Relations and Cooperation Programmes.

These objectives will be underpinned by the following strategic thrusts over the next three years:

- (a) Train and Development of skilled and competent Diplomats.
- (b) Develop a strategy and restructure the Policy, Research and Analysis unit;
- (c) Develop a comprehensive strategy around the mainstreaming of economic diplomacy training for the different spheres of government
- (d) To strengthen strategic partnership to enhance organisational capacity;
- (e) Capacity Building and Development for SADC and the AU; and
- (f) Institute knowledge management strategy and enhance organisational capacity.
- (g) Reposition the language institute as a government-wide institution.

ORGANISATIONAL SUPPORT: CORPORATE SERVICES

During the Medium Term Strategic Framework period 01 April 2009 to 31 March 2012 the Corporate Services Branch will continue to improve the efficiency and effectiveness of its processes, procedures and operations in order to contribute to the enhanced performance of the Department.

A comprehensive review of policies and procedures will be undertaken in identified priority areas that will enable those units to improve their functioning and therefore render considerably more improved services to the Department.

The following represents the key priority focus areas for the Branch for the MTSF period:

1. ICT

ICT represents one of the key business drivers of the Department. As such ICT remains one of the fundamental structures necessary for the Department to perform optimally. Currently, all Head Office units and missions have been connected to Voice over Internet Protocol (VOIP) and will be functioning on the platform. The VOIP platform represents the latest in ICT technology and therefore efforts will be concentrated on stabilising the infrastructure and implementing measures for the optimal utilisation of the infrastructure.

The Department will continue to automate Business Processes and to create a centralised data repository for Business Intelligence. An extended implementation of automated Business Processes and executive analysis through Business Intelligence will be undertaken during the 3 year period.

The specialised, unique nature of the business of the Department furthermore requires that specialised software and applications be developed. A methodological approach will be followed in developing such software and applications following a business case approach.

Departmental systems will be maintained and upgraded on a systematic basis and we will provide all the necessary hardware and peripherals to users to ensure the functioning of and utilisation of these systems.

2. PROPERTY AND FACILITIES MANAGEMENT

The decentralised and complex nature of the Department requires an optimal working environment.

The Corporate Services Branch will during the MTSF period ensure that the complete head office component moves to the new Head Office campus in June 2009 and that all the required facilities for the optimal functioning of the Head Office are available continuously.

Furthermore the Branch will see to the provision of accommodation for our missions abroad. Following a decision taken by the Department in 2005 the Branch will continue its systematic acquisition (purchase) of foreign properties in support of our representational duties abroad. With regard to Missions abroad as well, the Branch will ensure that all the required facilities are available on a continuous basis to ensure the optimal functioning of our diplomatic missions.

During the MTSF period, the Branch will continue to maintain and keep properties and facilities in good state of repair. A comprehensive, three year maintenance plan will be followed.

3. FINANCE

The provisions of sound financial management to the Department as well as effective and efficient allocation of financial resources is one of the key focus areas of the Corporate Services Branch.

During the MTSF period 01 April 2009 to 31 March 2012, the Branch will improve its service to the Department through reviewing all existing policies and procedures.

The Branch will also ensure that the audits of the Annual Financial Statement are completed as prescribed and that the department does not receive any adverse comments or an adverse audit opinion on these financial statements.

The Branch will comply with the Public Finance Management Act, the Treasury Regulations and other relevant prescripts in ensuring the implementation of the latest accounting and financial management requirements

4. CONSULAR SERVICES

Consular Services represent the services that the Republic is mandated to render to its citizens abroad in terms of the Vienna Convention on Consular Relations, 1963. Legalisation Services are those services rendered to citizens who require public documents for use abroad. This is mandated in terms of the Hague Convention Abolishing the Requirement for the Legalisation of International Relations Public Documents of 1961.

In providing effective, efficient and professional services the Chief Directorate: Consular Services will commence with a

feasibility study on the creation of a Consular Career Group and commence with research in respect of developing a Consular Governmental Policy in order to render consular services within a defined legal structure. To ensure preparedness for consular interventions during the 2010 World Cup, Consular Incident Command Centre procedures will be developed. This will be complemented by the development of contingency plans for assisting South African citizens during natural and man-made disasters. The marketing of consular services will take the form of the production and distribution of pamphlets including the circulation of a Newsletter to the travel industry.

5. SUPPLY CHAIN MANAGEMENT

One of the key priority areas of the Corporate Services Branch is the provision of departmental requirements (goods and services) in the right quantity, according to the right specification, meeting the right quality requirements, at the right time and delivered to the right persons/ units.

In achieving this priority during the Medium Term Strategic Framework period, the Branch will undertake a comprehensive review of its policies, procedures and business process with a view to making these more effective and efficient.

Measures will be implemented to ensure that the required goods and services are provided as needed. The Branch will assist the Department to formulate and implement workable procurement plans.

Furthermore, during the Medium Term Strategic Framework period, the Branch will compile a complete, accurate asset register, in accordance with the requirements of the PFMA and National Treasury Guidelines.

All units will also be assisted with managing their assets and asset requirements.

6. SECURITY

During the 3 year period, in order to ensure the security of people, information and assets/facilities of the Department, the Branch will comprehensively review and up-date its Security Capacity and provide the necessary security services to the Department.

Internal and Mission Security Audits for the identification of risks will be conducted and design effective physical and electronic

system implemented. The unit will develop capacity to implement emergency evacuation services for the department.

A physical security control system that consists of efficient access and exit control to ensure the integrity of the premises at Head Office and Missions abroad will be implemented. A collective inter departmental approach involving NIA, SAPS and SASS will be followed.

During the 2009/10 year a plan will be formulated and implemented for the vetting of all departmental officials on a cyclical basis.

Measures will be implemented to improve the skills of all officials employed in the Security Unit and within the Branch itself.

Effective, efficient security policies and procedures will be formulated and formalised.

During the Medium Term Strategic Framework period, the Branch will follow a systematic approach in implementing full compliance with the requirements of the Minimum Information Security Standards.

INTERNAL AUDIT

The Internal Audit Unit will continue to promote and assist in developing, maintaining and implementation of the department's internal control and good governance systems, by providing the Department of International Relations and Cooperation with an independent, objective assurance activity designed to add value, and to improve the Department's operations by bringing a systematic and disciplined approach to the evaluation and improvement of the effectiveness of risk management, control and governance processes

During the years 2009 to 2012, Internal Audit will be focussing on assisting the Department with development and enhancing the systems of internal controls for all Head Office components and which will enable the Branches to proactively manage SA Diplomatic Missions abroad.

The following are the focus areas:

- contract management
- management of capital refurbishment projects
- performance information management
- Management of Missions by Head Office Business Units
- Financial management reporting
- Information and communication technology

PART 2

KEY PRIORITY AREA: CONSOLIDATION OF THE AFRICAN AGENDA
Expected Accomplishments/Outcomes:

Focused sub-regional, regional and international efforts in building a framework to support political and socio-economic development in Africa

OBJECTIVES	OUTCOME/DELIVERABLES	2009/10	2010/11	2011/2012
Contribute to the Strengthening of the AU and its Structures	Supported harmonisation and rationalisation of Regional Economic Communities (RECs), as well as the regional integration process Strengthened governance and capacity in the AU	Facilitate the implementation of the outcomes of SADC/COMESA/EAC Tripartite Summit	Continue to facilitate the implementation of the outcomes of Tripartite Summit	Continue to facilitate the implementation of the outcomes of Tripartite Summit
		Facilitate the implementation of the Audit Report recommendations, specifically on governance Popularisation of the AU Charter on Democracy, Elections and Governance. Facilitate recruitment and secondment of South African candidates to relevant AU structures Support for the AU and its structures solicited during structured bilateral and high-level engagements	Continued to facilitate the implementation of the Audit Report recommendations, specifically on governance Continued the popularisation of the AU Charter on Democracy, Elections and Governance. Continued to facilitate recruitment and secondment of South African candidates to relevant AU structures Continued support for the AU and its structures solicited during structured bilateral and high-level engagements	Continued to facilitate the implementation of the Audit Report recommendations, specifically on governance Continued the popularisation of the AU Charter on Democracy, Elections and Governance. Continued to facilitate recruitment and secondment of South African candidates to relevant AU structures Continued support for the AU and its structures solicited during structured bilateral and high-level engagements

	Supported the Pan-African Parliament (PAP)	Provide support and attend sessions of the PAP	Provide support and attend sessions of the PAP	Provide support and attend sessions of the PAP	Provide support and attend sessions of the PAP
		Contribute to discussions aimed at conversion of PAP from advisory body to legislative institution	Contribute to discussions aimed at conversion of PAP from advisory body to legislative institution	Contribute to discussions aimed at conversion of PAP from advisory body to legislative institution	Contribute to discussions aimed at conversion of PAP from advisory body to legislative institution
		Facilitate mutual fulfilment of obligations in terms of PAP Host Country Agreement	Facilitate mutual fulfilment of obligations in terms of PAP Host Country Agreement	Facilitate mutual fulfilment of obligations in terms of PAP Host Country Agreement	Facilitate mutual fulfilment of obligations in terms of PAP Host Country Agreement
		Construction of permanent Headquarters for housing PAP in South Africa	Construction of permanent Headquarters for housing PAP in South Africa	Construction of permanent Headquarters for housing PAP in South Africa	Construction of permanent Headquarters for housing PAP in South Africa
	Contributed to the Operationalisation of African Court of Justice and the African Court on Human and People's Rights	Implementation of Treaty	Implementation of Treaty	Implementation of Treaty	Implementation of Treaty
	Facilitated the operationalisation of the AU Financial Institutions	Facilitate the operationalisation of the AU Financial institutions	Facilitate the operationalisation of the AU Financial institutions	Facilitate the operationalisation of the AU Financial institutions	Facilitate the operationalisation of the AU Financial institutions
	Engaged the African Diaspora	Facilitate the participation of the African Diaspora to support African development, including through the African Diaspora Summit	Facilitate the participation of the African Diaspora to support African development	Facilitate the participation of the African Diaspora to support African development	Facilitate the participation of the African Diaspora to support African development
	Monitored and participated in relevant organisations dealing with migration issues	Continued engagement of relevant stakeholders in Bilateral, Multilateral and Regional fora in respect of Migration issues	Continued engagement of relevant stakeholders in Bilateral, Multilateral and Regional fora in respect of Migration issues	Continued engagement of relevant stakeholders in Bilateral, Multilateral and Regional fora in respect of Migration issues	Continued engagement of relevant stakeholders in Bilateral, Multilateral and Regional fora in respect of Migration issues
	Integrated 2008 African Ministerial Conference of the Environment (AMCEN) outcomes into the Action Plan of the NEPAD Environment Initiative	Facilitate the implementation of the outcomes of the AMCEN	Facilitate the implementation of the outcomes of the AMCEN	Facilitate the implementation of the outcomes of the AMCEN	Facilitate the implementation of the outcomes of the AMCEN
	Strengthened AU-EU relations	Continued engagement in Ministerial troikas and senior officials meetings	Continued engagement in the Summit, Ministerial troikas and senior officials meetings	Continued engagement in Ministerial troikas and senior officials meetings	Continued engagement in Ministerial troikas and senior officials meetings
Support the implementation of NEPAD	Supported the facilitation of programmes related to the NEPAD priority sectors and their integration with SADC, AU and UN processes	Continued to support facilitation of programmes related to NEPAD priority sectors	Continued to support facilitation of programmes related to NEPAD priority sectors	Continued to support facilitation of programmes related to NEPAD priority sectors	Continued to support facilitation of programmes related to NEPAD priority sectors

OBJECTIVES	OUTCOME/DELIVERABLES	2009/10	2010/11	2011/2012
	Increased support for the implementation of NEPAD	Promote NEPAD on the agenda of identified bilateral, regional and multilateral meetings	Promote NEPAD on the agenda of identified bilateral, regional and multilateral meetings	Promote NEPAD on the agenda of identified bilateral, regional and multilateral meetings
	Contributed to the implementation of the African Peer Review Mechanism (APRM)	Include NEPAD on the agenda of structured bilateral engagements	Include NEPAD on the agenda of structured bilateral engagements	Include NEPAD on the agenda of structured bilateral engagements
	Managed South Africa's International Development Assistance	Support national APR Focal Point in providing assistance to other countries' preparation of APRM Country Reports.	Continue supporting the Implementation of AU Summit decisions regarding APRM, in collaboration with national APR Focal Point	Continue supporting the Implementation of AU Summit decisions regarding APRM, in collaboration with national APR Focal Point
Contribute to strengthening of the Southern African Development Community (SADC)	Contributed towards SADC Regional Economic Integration Agenda through structured bilaterals and high level engagements	Support national APR Focal Point in providing assistance to other countries' preparation of APRM Country Reports.	Continue to support national APR Focal Point in providing assistance to other countries' preparation of APRM Country Reports.	Continue to support national APR Focal Point in providing assistance to other countries' preparation of APRM Country Reports.
	Worked towards the full implementation of the Regional Indicative Strategic Development Plan (RISDP)	Manage the African Renaissance Fund	Continue to manage the African Renaissance Fund	Continue to manage the African Renaissance Fund
	Strengthened governance and capacity in SADC, especially in the Secretariat	Submit proposals to Cabinet on a South African Development Partnership Agency	Implement Cabinet decision regarding South African Development Partnership Agency	Continue to implement Cabinet decision regarding South African Development Partnership Agency

	Chaired SADC and participated in SADC Troika	Chair SADC until August 2009 Participation in SADC Troika as outgoing Chair	Participation in SADC Troika until August 2010	N/a
	Contributed to SADC poverty reduction strategy	Contribute to SADC Poverty Reduction Strategy in terms of the attainment of the MDGs	Continue to Contribute to SADC Poverty Reduction Strategy in terms of the attainment of the MDGs	Continue to Contribute to SADC Poverty Reduction Strategy in terms of the attainment of the MDGs
	Strengthened SADC-EU cooperation within the Berlin process	Participate in Ministerial Troika Meetings	Monitor and influence developments of the Berlin process	Continue to Monitor and influence developments of the Berlin process
Support finalisation of SADC-EU Economic Partnership Agreement (EPA) negotiations	Finalisation of South African participation in SADC-EU EPA negotiations	Facilitate the implementation of the new SA-EU trade regime	Facilitate the implementation of the new SA-EU trade regime	Continue to Facilitate the implementation of the new SA-EU trade regime
Support ratification and implementation of SACU-Mercosur/PTA	Supported ratification and implementation of SACU-Mercosur/PTA	Facilitate ratification and implementation of SACU-Mercosur/PTA	Implement SACU-Mercosur/PTA	Implement SACU-Mercosur/PTA
Contribute towards Peace, Security and Stability in Africa	Supported regional and multilateral initiatives to establish a continental peace and security architecture	Participate in identified processes and institutions	Continue to Participate in identified processes and institutions	Continue to Participate in identified processes and institutions
	Identified and engaged countries and institutions in support of conflict resolution in Africa	Engage identified countries and institutions	Continue to Engage identified countries and institutions	Continue to Engage identified countries and institutions
	Supported Post Conflict Reconstruction and Development (PCRD) in identified countries	Participate in identified processes and meetings Facilitate and coordinate SA contribution to PCRD programmes	Participate in identified processes and meetings Facilitate and coordinate SA contribution to PCRD programmes	Participate in identified processes and meetings Facilitate and coordinate SA contribution to PCRD programmes
Strengthen bilateral relations with African countries	Enhanced socio-economic and political cooperation with African countries	Engage identified partners	Engage identified partners	Engage identified partners
	Democratic process on the Continent supported	Support democratization and good governance in Africa	Support democratization and good governance in Africa	Support democratization and good governance in Africa
Support FIFA African Legacy Programme	Utilised the 2010 FIFA World Cup to contribute to Africa's development through the African Legacy Programme	Implement marketing and communication strategy	Continue with the marketing and communications strategy Assist smooth hosting of the World Cup	Build on the successes of the World Cup in support of the African Legacy Programme

KEY PRIORITY AREA: STRENGTHENING OF SOUTH – SOUTH COOPERATION

Expected Accomplishments/Outcomes:

Consolidated relations amongst countries of the South in order to advance the development agenda.

MEASURABLE OBJECTIVES	OUTCOME/DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Strengthen India, Brazil, South Africa Dialogue Forum (IBSA)	Strengthened bilateral, trilateral and multilateral interests in the IBSA Forum	Participate in IBSA structures and processes	Participate in IBSA structures and processes	Participate in IBSA structures and processes
	Identified and monitored implementation of IBSA projects	Identify new projects to be funded by IBSA. Monitor implementation and progress of IBSA projects	Host IBSA Summit Monitor implementation and progress of IBSA projects	Conclude IBSA FTA-PTA Monitor implementation and progress of IBSA projects
Strengthen Indian Ocean Rim Association for Regional Cooperation (IOR)	Expanded Indian Ocean Rim regional economic cooperation	Participate in identified structures and processes of IOR	Participate in identified structures and processes of IOR	Participate in identified structures and processes of IOR
Strengthen New Africa-Asia Strategic Partnership (NAASP)	Increased activities in support of socio-economic advancement	Participate as Co-chair in all identified processes of NAASP	Continue to Participate in all identified processes of NAASP Host NAASP Summit	Continue to Participate in all identified processes of NAASP
Establish and strengthen India-Africa Forum	Identified and implemented joint projects that would complement NEPAD objectives	Contribute to the development of the Joint Strategy and Action Plan	Monitor implementation of Joint Action Plan	Continue monitoring of implementation of Joint Action Plan
Strengthen Forum on China-Africa Cooperation (FOCAC)	Increased coordination amongst African countries to promote African socio-economic development through interaction with China	Continue to utilise SADC to coordinate and monitor implementation of FOCAC regional projects	Continue to utilise SADC to coordinate and monitor implementation of FOCAC regional projects	Continue to utilise SADC to coordinate and monitor implementation of FOCAC regional projects
		Participate in the FOCAC Ministerial Meeting	Participate in FOCAC Summit	Participate in FOCAC Summit
Strengthen Africa-South America Dialogue	Increased coordination amongst African and South American countries to promote political relations and socio-economic development	Participate in Africa-South America Summit	Implement outcomes of Summit	Continue to Implement outcomes of Summit

<p>Engagement with organisations of the South within multilateral system</p>	<p>Advanced the special needs of Africa through the activities of organisations of the South</p>	<p>Participated in all relevant meetings, Ministerials and Summits</p> <p>Participate in XV NAM Summit, Egypt</p> <p>Participate in NAM and G77 Ministerial Meetings in the context of UNGA64</p>	<p>Participated in all relevant meetings, Ministerials and Summits</p> <p>Participate in XVI NAM Ministerial Meeting (midterm review)</p> <p>Continue to Participate in NAM and G77 Ministerial Meetings in the context of UNGA65</p>	<p>Participated in all relevant meetings, Ministerials and Summits</p> <p>Preparations for the XVI NAM Summit</p> <p>Continue to Participate in NAM and G77 Ministerial Meetings in the context of UNGA66</p>
<p>Promoted the agenda of the South through structured bilateral and high-level engagements</p>	<p>Promoted the agenda of the South through structured bilateral and high-level engagements</p>	<p>Prepare background information for political principles in order to participate in structured bilateral and high-level engagements</p> <p>Participate in UN High-Level Conference on South-South Cooperation</p>	<p>Prepare background information for political principles in order to participate in structured bilateral and high-level engagements</p>	<p>Prepare background information for political principles in order to participate in structured bilateral and high-level engagements</p>
<p>Increased bilateral South-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities</p>	<p>Increased bilateral South-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities</p>	<p>Identify partners and pursue projects for bilateral South-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities</p>	<p>Identify partners and pursue projects for bilateral South-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities</p>	<p>Identify partners and pursue projects for bilateral South-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities</p>
<p>Promoted and consolidated intra-African, Caribbean and Pacific Group of States (ACP) cooperation and positions</p>	<p>Promoted and consolidated intra-African, Caribbean and Pacific Group of States (ACP) cooperation and positions</p>	<p>Participation in ACP structures and processes.</p>	<p>Participation in ACP structures and processes.</p>	<p>Participation in ACP structures and processes.</p>

KEY PRIORITY AREA: STRENGTHENING OF NORTH-SOUTH COOPERATION

Expected Accomplishments/Outcomes:

Consolidated and strengthened relations with the North in order to advance the development agenda of the South

MEASURABLE OBJECTIVES	OUTCOME/DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Prioritisation of Africa on the agendas of the EU, G8, Commonwealth and other organisations of the North	Mobilised support from development partners and organisations of the North, such as the EU, G8, Commonwealth for the agendas of the South and Africa	Engage with development partners and participate in activities and identified structures of organisations of the North	Engage with development partners and participate in activities and identified structures of organisations of the North	Engage with development partners and participate in activities and identified structures of organisations of the North
Strengthen bilateral relations with countries of the North	Increased cooperation with countries of the North in support of the African agenda and the agenda of the South Increased bilateral North-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities	Promote the agendas of the South and Africa through structured bilateral and high-level engagements Identify partners and pursue projects for bilateral North-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities	Promote the agendas of the South and Africa through structured bilateral and high-level engagements Identify partners and pursue projects for bilateral North-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities	Promote the agendas of the South and Africa through structured bilateral and high-level engagements Identify partners and pursue projects for bilateral North-South Cooperation in pursuit of SA's national priorities, particularly the key five priorities
Strengthen engagement with relevant structures of OECD	Increased engagement for cooperation and economic development in the developing world	Participate in identified OECD processes	Participate in identified OECD processes	Participate in identified OECD processes
Engagement in the Tokyo International Conference on African Development (TICAD) and the Korea-Africa Forum (KAF)	Increased support for the African agenda and agenda of the South through the implementation of the Yokohama Action Plan and the KAF outcomes	Review and monitor implementation of programmes	Continue to Review and monitor implementation of programmes	Continue to Review and monitor implementation of programmes

KEY PRIORITY AREA: PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE

Expected Accomplishments/Outcomes:

Strengthened rules-based multilateral system

MEASURABLE OBJECTIVES	OUTCOME /DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Promote multilateralism, respect for international law and strengthen the role of the United Nations	Establishment of a fair and equitable world order through restructuring the global political and economic architecture	Analyse political developments and stakeholder positions and promote South Africa's policy positions Facilitate South African participation at all UN fora Place on agendas of structured bilaterals and high-level engagements	Analyse political developments and stakeholder positions and promote South Africa's policy positions Facilitate South African participation at all UN for a Place on agendas of structured bilaterals and high-level engagements	Analyse political developments and stakeholder positions and promote South Africa's policy positions Facilitate South African participation at all UN for a Place on agendas of structured bilaterals and high-level engagements
Coordinate South Africa's support for identified candidates within the global system of governance	Paid assessed contributions to international organisations in full and on time Identified positions for South Africa and South Africans Co-ordinated South Africa's support for candidates in elections of the UN system and international organisations	Pay assessments on time and in full Identify vacancies and support suitable candidates	Pay assessments on time and in full Identify vacancies and support suitable candidates	Pay assessments on time and in full Identify vacancies and support suitable candidates
Promote the reform of the UN System Adherence to and promotion of International Law	Contributed to promotion of a restructured UN system Legal advice and assistance on all issues related to international law provided	Participate in all UN reform processes Provide advice on all international law matters	Participate in all UN reform processes Provide advice on all international law matters	Participate in all UN reform processes Provide advice on all international law matters
Promote peaceful resolution of conflicts and work towards post-conflict reconstruction and development	Advanced South Africa's policy positions in all relevant fora	Place South African and African candidates on the agenda of identified international fora and structured bilateral engagements	Place South African and African candidates on the agenda of identified international fora and structured bilateral engagements	Place South African and African candidates on the agenda of identified international fora and structured bilateral engagements

MEASURABLE OBJECTIVES	OUTCOME /DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Participate in relevant United Nations Security Council activities	Included and supported African issues and issues of the South on the agenda of the UN Security Council	Analyse developments and advance African issues and issues of the South amongst members of the UNSC	Analyse developments and advance African issues and issues of the South amongst members of the UNSC	Analyse developments and advance African issues and issues of the South amongst members of the UNSC
Contribute to combating terrorism	Coordinated compliance with South Africa's obligations related to Security Council resolutions Contained and reduced the incidence of terrorism nationally and globally	Participate in relevant open UNSC debates Facilitate and co-ordinate South Africa's implementation of Security Council resolutions Participate in identified international structures	Participate in relevant open UNSC debates Facilitate and co-ordinate South Africa's implementation of Security Council resolutions Participate in identified international structures	Participate in relevant open UNSC debates Facilitate and co-ordinate South Africa's implementation of Security Council resolutions Participate in identified international structures
Promote South Africa's positions on disarmament, non-proliferation and arms control	Advanced South Africa's interests in international fora dealing with disarmament, non-proliferation and arms control SA positions promoted bilaterally	As Chair of Inter-Departmental Counter-Terrorism Working Group, assist with national efforts to meet international standards in addressing the threat of terrorism Participate in disarmament, non-proliferation and arms control fora	As Chair of Inter-Departmental Counter-Terrorism Working Group, assist with national efforts to meet international standards in addressing the threat of terrorism Participate in disarmament, non-proliferation and arms control fora	As Chair of Inter-Departmental Counter-Terrorism Working Group, assist with national efforts to meet international standards in addressing the threat of terrorism Participate in disarmament, non-proliferation and arms control fora
Support South Africa's participation in the G20	Supported National Treasury and other role-players in advancing the African agenda	Engage in structured bilateral meetings Provide support to the National Treasury Focus attention on impact of financial and economic crises on Africa's development Participate in the Summits and other relevant processes of the G20	Engage in structured bilateral meetings Provide support to the National Treasury Focus attention on impact of financial and economic crises on Africa's development Participate in the Summits and other relevant processes of the G20	Engage in structured bilateral meetings Provide support to the National Treasury Focus attention on impact of financial and economic crises on Africa's development Participate in the Summits and other relevant processes of the G20

Contribute to multilateral processes aimed at reforming the Bretton Woods Institutions	Promote the reform of the BWIs, including increasing the voice and representation of developing countries	Participate in identified meetings Support national participation in process to review IMF quotas	Participate in identified meetings Support national participation in World Bank recommendations on voice and representation reforms	Participate in identified meetings
Contribute to debates on Climate Change	Developmental agenda reflected in decisions of major UNFCCC and related instruments and processes Participated in negotiations related to financial and resource mobilization and represented South Africa on the Compliance Committee	Participate in all identified processes for the advancement of regional and sub-regional positions on an international framework Participate and make substantive contributions	Participate in all identified processes for the advancement of regional and sub-regional positions on an international framework work sub Participate and make substantive contributions	Participate in all identified processes for the advancement of regional and sub-regional positions on an international framework Participate and make substantive contributions
	Hosted the 17 th Conference of the Parties (COP17) to the UNFCCC in November 2011 SA positions promoted in structured bilateral and high-level engagements	Begin preparations for the hosting of the COP17 Place on agendas of structured bilateral and high-level engagements	Continue preparations for the hosting the COP17 Place on agendas of structured bilateral and high-level engagements	Host the 17 th COP under the UNFCCC Place on agendas of structured bilateral and high-level engagements
Promote international environmental governance	Promoted South Africa's and Africa's positions through participation in relevant Multilateral Environment Agreements (MEA) Coordinated South Africa's participation in regional and global marine and maritime organisations and processes	Participate in and monitor relevant MEAs Lobby to host the 6 th World Water Forum in 2012 Lead participation in the Regional Fisheries Management Organisation and United Nations Law of the Sea processes, the discussions on international shipping and in the Arctic programme Lead discussions on South Africa's extended continental shelf claim	Participate in and monitor relevant MEAs Prepare to participate in the 6 th World Water Forum Lead participation in the Regional Fisheries Management Organisation and United Nations Law of the Sea processes, the discussions on international shipping and in the Arctic programme Lead discussions on South Africa's extended continental shelf claim	Participate in and monitor relevant MEAs Participate in and possibly host the 6 th World Water For and all MEA Lead participation in the Regional Fisheries Management Organisation and United Nations Law of the Sea processes, the discussions on international shipping and in the Arctic programme Lead discussions on South Africa's extended continental shelf claim
Follow-up on the implementation of outcomes of major international conferences	Participated in the follow-up of major identified international conferences in the economic and social sphere	Participate in the follow-up of major identified conferences and implement outcomes	Participate in the follow-up of major identified conferences and implement outcomes	Participate in the follow-up of major identified conferences and implement outcomes

MEASURABLE OBJECTIVES	OUTCOME /DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Contribute to the promotion of Human Rights and Humanitarian Affairs	South Africa's positions on human rights and humanitarian affairs advanced	Participate in identified meetings	Participate in identified meetings	Participate in identified meetings
	Facilitated South Africa's international humanitarian assistance to victims of conflict and disaster	Contribute to identified activities	Contribute to identified activities	Contribute to identified activities
	Advanced gender equality and the empowerment of women, children etc	Mainstreamed gender issues in identified international organisations	Mainstreamed gender issues in identified international organisations	Mainstreamed gender issues in identified international organisations
Participation in multilateral and other international organisations in advancing socio-economic development	Agenda of Africa and the South promoted	Participate in identified UN structures and programmes	Participate in identified UN structures and programmes	Participate in identified UN structures and programmes
	Promoted transfer of scientific and technology advances for development	Participate in identified meetings	Participate in identified meetings	Participate in identified meetings
Support the implementation of the Kimberley Process	Kimberley Process implemented	Participate in identified meetings and structures	Participate in identified meetings and structures	Participate in identified meetings and structures
Legal advice in respect of South African law concerning departmental issues	Provide legal advice as required	Render legal advice on all domestic and other matters involving SA missions abroad	Render legal advice on all domestic and other matters involving SA missions abroad	Render legal advice on all domestic and other matters involving SA missions abroad
Efficient and effective information service by Treaty Information and Management Section in the OCSLA (IL)	Maintain, preserve and make available collection of publications specialising in law. Deliver an information service	Maintain, preserve and facilitate access to the library collection and efficient provision of information service	Maintain, preserve and facilitate access to the library collection and efficient provision of information service	Maintain, preserve and facilitate access to the library collection and efficient provision of information service
	Custody, registration, facilitation of access to treaties and treaty information	Timely processing of treaties and actions relating to treaties. Timely and efficient provision of information concerning treaties	Timely processing of treaties and actions relating to treaties. Timely and efficient provision of information concerning treaties	Timely processing of treaties and actions relating to treaties. Timely and efficient provision of information concerning treaties

KEY PRIORITY AREA: STRENGTHEN POLITICAL AND ECONOMIC RELATIONS
Expected Accomplishments/Outcomes:

Accelerated sustainable development

OBJECTIVES	OUTCOME/DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Coordinate South Africa's international relations	Enhanced coordination of South Africa's International Relations in all three spheres of government and civil society	Monitor, coordinate and participate in South Africa's international engagements	Monitor and coordinate South Africa's international engagements	Monitor and coordinate South Africa's international engagements
Strengthen bilateral engagements with strategic countries and organisations	Enhanced socio-economic and political cooperation in support of accelerated sustainable development in South Africa and Africa	Review, consolidate and implement Action Plans with strategic bilateral partners Finalise revised TDCA Engage identified strategic countries and organisations	Review, consolidate and implement Action Plans with strategic partners Implement revised TDCA Engage identified strategic countries and organisations Provide analysis and early-warning on challenges and opportunities	Review, consolidate and implement Action Plans with strategic partners Implement revised TDCA Engage identified strategic countries and organisations Provide analysis and early-warning on challenges and opportunities
Consolidate bilateral relations	Enhanced socio-economic and political cooperation in support of national interests Contribution to a peaceful and prosperous Continent	Improve mutually beneficial relations with bilateral partners Support good governance processes and socio-economic development in Africa Provide analyses and early-warning on challenges and opportunities	Improve mutually beneficial relations with bilateral partners Support good governance processes and socio-economic development in Africa Provide analyses and early-warning on challenges and opportunities	Improve mutually beneficial relations with bilateral partners Support good governance processes and socio-economic development in Africa Provide analyses and early-warning on challenges and opportunities

MEASURABLE OBJECTIVES	OUTCOME /DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Advance South Africa's political and economic positions	Increased support and understanding for South Africa's political and economic positions	Utilise structured bilateral and high-level engagements for SAs political and economic positions	Utilise structured bilateral and high-level engagements for SAs political and economic positions	Utilise structured bilateral and high-level engagements for SAs political and economic positions
Capacity-building and skills development	Obtained support for Human Resources Development Strategy for South Africa (HRDS-SA)	Identify and implement support programmes from bilateral partners	Identify and implement support programmes from bilateral partners	Identify and implement support programmes from bilateral partners
Improve market access and trade with bilateral partners	Enhanced market access and increased trade	Promote South African exports	Promote South African exports	Promote South African exports
Increase International Relations Direct Investment (FDI)	Attracted FDI into sectors identified in National Industrial Policy Framework	Support lead departments in negotiations	Support lead departments in negotiations	Support lead departments in negotiations
Position South Africa as a preferred tourism destination	Growth in tourism and FDI in tourism infrastructure	Promote FDI opportunities in identified sectors	Promote FDI opportunities in identified sectors	Promote FDI opportunities in identified sectors
		Promote tourism and investment in infrastructure with emphasis on BBBEE	Promote tourism and investment in infrastructure with emphasis on BBBEE	Promote tourism and investment in infrastructure with emphasis on BBBEE
		Leverage 2010 FIFA World Cup for tourism promotion	Leverage 2010 FIFA World Cup for tourism promotion	Leverage successes of 2010 FIFA World Cup for tourism promotion
		Promote regional tourism	Promote regional tourism	Promote regional tourism
Market SA abroad	Positive awareness of South Africa internationally	Implement the integrated marketing and communication strategy	Implement the integrated marketing and communication strategy	Implement the integrated and communication marketing strategy

KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING

Expected Accomplishments/Outcomes:

A modern and efficient Department

MEASURABLE OBJECTIVE	OUTPUT/DELIVERABLE	INDICATORS / DELIVERABLES		
		2009/10	2010/11	2011/12
Modern and efficient ICT infrastructure	A fully functional stable ICT environment	Update and implement an ICT Plan (as outlined in section 2)	Update and implement an ICT Plan (as outlined in section 2)	Update and implement an ICT Plan (as outlined in section 2)
Provide accommodation at Head Office and missions	Land and properties acquired; developed, maintained and disposed	Review and implement Asset Management Plan (as outlined in section 1)	Review and implement Asset Management Plan (as outlined in section 1)	Review and implement Asset Management Plan (as outlined in section 1)
Provide Consular Services	Assistance to South African citizens abroad rendered	Compliance with Vienna Convention	Compliance with Vienna Convention	Compliance with Vienna Convention
	Legalisation of documentation	Compliance with Hague Convention on Consular Matters	Compliance with Hague Convention on Consular Matters	Compliance with Hague Convention on Consular Matters
	Consular Management System (CMS) implemented	Continue roll-out of the Consular Management System (CMS)	Finalise roll-out of the Consular Management System (CMS)	Assess the continued functioning of the CMS
	Rapid Response Team (RRT) operationalised	Commence with the establishment of a Rapid Response Team.	Continue operationalisation of the Rapid Response Team.	Finalise the operationalisation of the Rapid Response Team.
Manage the allocation of financial resources in the department	Approved Departmental Budget	Approved budget of the department for 2010/11	Approved budget of the department for 2011/12	Approved budget of the department for 2012/13
Provide financial management services	Prepared Annual Financial Statements	Compliance with Public Finance Management Act (PFMA)	Compliance with Public Finance Management Act (PFMA)	Compliance with Public Finance Management Act (PFMA)
Ensure information, personnel and physical security	Safe and secure work environment	Comply with Minimum Information Security Standards (MISS)	Comply with Minimum Information Security Standards (MISS)	Comply with Minimum Information Security Standards (MISS)
Manage supply chain services	Goods and Services procured and delivered	Implement Demand Management and Procurement plans	Review, monitor and implement Demand Management and Procurement plans	Review, monitor and implement Demand Management and Procurement plans
Manage Assets	Accurate and Complete Asset Register	Review and implement Asset Management Plan (as outlined in section 1)	Review and implement Asset Management Plan (as outlined in section 1)	Review and implement Asset Management Plan (as outlined in section 1)

KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING

Expected Accomplishments/Outcomes: competent, skilled employees and policy development

MEASURABLE OBJECTIVES	OUTCOME /DELIVERABLES	2009/10	2010/2011	2011/2012
Prepare officials for International Relations service and improved performance	Competent cadre International Relations Service Officials	Develop and implement identified training programmes Consolidate the Cadet and Masters Degree in Diplomacy programmes Pilot Economic Diplomacy training for government Implement a ISO 9001:2008 Quality Management System for training and research	Develop and implement identified training programmes Incorporate other relevant departments into the DIR&C programmes Consolidate Economic Diplomacy training for all spheres of government. Pilot the Quality Management System in one section in Head Office and one mission Roll-out of language training programme	Develop and implement identified training programmes Review and revise the curriculum Review Economic Diplomacy training. Review and consolidate to roll out the Quality Management System to the entire department and all missions Explore introduction of strategic and complex languages Continue rollout of language training programme Review programmes in the SADC and AU.
Support diplomatic training in Africa	Improved International Relations language development	Reposition the language institute as a government-wide institution Consolidate diplomatic training programmes for the SADC region and AU. Consolidate cooperation with the DRC through training.	Evaluate and improve programmes in the SADC and DRC Evaluate and improve programmes in the DRC	Review programmes in the SADC and AU. Review programmes in the DRC
Conduct International Relations policy analysis and research.	Enhanced International Relations policy formulation	Develop strategy and the restructuring plan of PRAU Develop institutional knowledge management strategy	Implement the strategy and restructuring of the plan Implement institutional knowledge management strategy	Reposition PRAU according to plan. Review and implement institutional knowledge management strategy

KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING

Expected Accomplishments/Outcomes:

A fully capacitated Department

OBJECTIVES	OUTPUT/DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Facilitate Human Resources organisational arrangements	Improved organisational culture	Implement Organisational Culture and Climate Interventions	Conduct a follow-up of Culture and climate survey	Implement recommendations from the Culture and Climate Survey
	A caring and supportive organisation	Implement Hardship Mission support programme Implement 24-hour counselling service for transferred employees and their families	Continue implementation of hardship support programme Continue with the implementation of the 24 hour counselling service	Review the Employee Wellness strategy
	Sound Labour Relations	Review the Labour Relations policy framework	Implement the Labour Relations policy framework	Implement the Labour Relations policy framework
	Performance management culture	Manage disciplinary processes Implement reviewed Performance Management and Development System (PMDS) Built management capacity to provide performance feedback and deal with poor performance	Manage disciplinary processes Manage PMDS	Manage disciplinary processes Manage PMDS
Ensure an appropriate Organisational Structure	An adaptive and responsive structure	Facilitate an Organisational re-design to address the Department's additional priorities		
Professional Recruitment, Selection, Placement and Orientation processes	Adequately and appropriately staffed Department	Manage recruitment, selection, placement and retention of officials	Manage recruitment, selection, placement and retention of officials	Manage recruitment, selection, placement and retention of officials
	Career Development and Succession Management implemented	Manage Career Development and Succession planning	Manage Career Development and Succession planning	Manage Career Development and Succession planning
People Management and Capacity Building	Improved people management	Develop and implement a capacity building programme for managers to deal with Human Resources matters	Continue implementation of the capacity building programme for managers	Review the capacity building programme for managers

KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING
Expected Accomplishments/Outcomes:

Adequate and effective systems of internal controls, risk management and corporate governance

OBJECTIVES	OUTCOME/ DELIVERABLES	2009/2010	2010/2011	2011/2012
Provide internal audit and risk management services	Accepted Internal audit reports Approved risk profile	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan Facilitate the implementation of an Enterprise-wide Risk Management Strategy	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan Facilitate the implementation of an Enterprise-wide Risk Management Strategy	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan Facilitate the implementation of an Enterprise-wide Risk Management Strategy

KEY PRIORITY AREA: PROFESSIONAL SERVICES
Expected Accomplishments/Outcomes:

Effective professional support services

OBJECTIVES	OUTPUT/DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Manage ceremonial events, international visits and international conferences	Managed Presidential and Ministerial State Events	Plan, execute and manage International State Events	Plan, execute and manage International State Events	Plan, execute and manage International State Events
Provide protocol services to Provincial and Local Government	Protocol services provided	Coordinate international visits Facilitate interaction between Political Desks, Missions and Provincial and Local Government	Coordinate international visits Facilitate interaction between Political Desks, Missions and Provincial and Local Government	Coordinate international visits Facilitate interaction between Political Desks, Missions and Provincial and Local Government
Manage Government hospitality infrastructure	Managed Presidential and Diplomatic Guesthouses, and State Protocol Lounges	Facility management and maintenance of Guesthouses and State Protocol Lounges	Facility management and maintenance of Guesthouses and State Protocol Lounges	Facility management and maintenance of Guesthouses and State Protocol Lounges
Manage privileges and immunities in the RSA	Accredited International Relations diplomats and managed privileges and immunities	Implement the provisions of the DIAP Act	Implement the provisions of the DIAP Act	Implement the provisions of the DIAP Act
Manage appointment and accreditation of South African Heads of Mission and Honorary Consuls	Facilitated accreditation of South African Heads of Mission and Honorary Consuls	Manage the appointment and accreditation process for SA Heads of Mission and Honorary Consuls	Manage the appointment and accreditation process for SA Heads of Mission and Honorary Consuls	Manage the appointment and accreditation process for SA Heads of Mission and Honorary Consuls

KEY PRIORITY AREA: COMMUNICATION

Expected Accomplishments/Outcomes: Informed international and local community on South Africa's International Relations policy

OBJECTIVES	OUTPUT/DELIVERABLES	INDICATORS/TARGET		
		2009/10	2010/11	2011/12
Communicate South African International Relations policy to all stakeholders	Informed South African public and global community	Implement Communication and Media strategy	Implement Communication and Media strategy	Implement Communication and Media strategy
Project a positive image of South Africa	South African International Relations policy positions supported	Co-ordinate and Implement an Integrated Marketing Communication Plan	Co-ordinate and Implement an Integrated Marketing Communication Plan	Co-ordinate and Implement an Integrated Marketing Communication Plan
Provide support to the Ministry	Ministerial programmes supported	Maintain 24-hour early warning/monitoring system Implement identified media liaison interventions and provide speechwriting and other strategic communication services	Maintain 24-hour early warning/monitoring system Implement identified media liaison interventions and provide speechwriting and other strategic communication services	Maintain 24-hour early warning/monitoring system Implement identified media liaison interventions and provide speechwriting and other strategic communication services
Manage "Brand DIR&C"	Defined, co-ordinated and implemented "Brand DIR&C"	Roll-out "Brand DIR&C" through identified platforms	Roll-out "Brand DIR&C" through identified platforms	Roll-out "Brand DIR&C" through identified platforms

Part Three

Section 1: Asset Management Plan

ASSET MANAGEMENT PLAN

1 Introduction

1.1 The geographically decentralised and complex nature of the Department places high demands on it to provide accommodation, facilities, goods and services that allow optimal efficiency in the execution of our mandate.

1.2 The Department operates both in South Africa and in various countries abroad. Apart from providing for its own needs, the Department is also responsible for providing accommodation and infrastructure for partner Departments who have operations abroad. Currently, South Africa is represented in 107 countries globally and conducts business from 124 diplomatic missions.

1.3 To provide an optimal working environment for all staff, to effectively provide for the departmental requirements and to properly record and manage the Department's assets locally and abroad, capacity was created in two Chief Directorates to manage these processes. The Chief Directorate: Property and Facilities Management deals with all aspects relating to the acquisition, maintenance and disposal of properties whereas the Chief Directorate: Supply Chain Management manages all aspects regarding the sourcing and provisioning of goods and services and the management and safekeeping of these goods and services.

1.4 Within the Chief Directorate: Property and Facilities Management, the focus is on two distinct areas namely, local properties and properties abroad. The Department decided in 2003 to consolidate its Head Office operations, which is presently dispersed in 7 buildings in and around Tshwane, into a consolidated working environment. A public private partnership was registered with National Treasury and the Department proceeded, between 2004 and 2008, through the various Treasury Approval phases. This culminated in the conclusion of a 25 year concession agreement with a Private Party on 13 March 2009. Construction of the facilities is well underway and it is expected that the Department will relocate into its new premises during June 2009.

1.5 For missions abroad three types of accommodation requirements may be identified:

Chanceries or office accommodation. This type of accommodation is mostly found in office blocks. In some instances houses or villas have been adapted to serve as chanceries.

Official Residences for Heads of Missions. These residences are normally located in suitable areas of the city in which the mission is located. Particular care is paid in the selection of these residences to ensure that the residence is representative and befits a Head of Mission. Attention is also paid to ensure that the residence can be used for representational duties and official entertainment.

Staff housing is procured for all other transferred officials in areas identified according to set norms and prescripts. The majority of these properties are leased or rented while a small number are State-owned.

1.6 The Department furthermore provides furniture, equipment, and goods and services for both its Head Office and all missions abroad. Items thus acquired both in South Africa as well as abroad must be properly controlled and managed in terms of National Treasury prescripts.

1.7 The management of assets in the Department is challenging and complex in nature and therefore requires proper planning, structures and procedures in order for the Department to effectively discharge its responsibilities in this regard.

1.8 The Asset Management Plan of the Department is aimed at providing the necessary facilities and goods and services that the Department requires in accordance with the strategic objectives of the Department while complying with all the relevant prescripts and policies in this regard.

2. ASSET MANAGEMENT PLAN 2009 - 2012

2.1 Introduction

2.1.1 The asset management plan deals with plans for the acquisition, maintenance, disposal and management of assets within the department for a three (3) year period April 2009 until March 2012. The strategy covers both immovable and moveable assets.

2.1.2 During this Medium Term Strategic Framework (MTSF) period the construction of the New Head Office and the successful relocation of the complete Head Office component to the new campus will be concluded. The management of the PPP agreement with the service providers will commence.

2.1.3 In terms of the provision of accommodation for missions abroad the Department will continue with the systematic acquisition of properties abroad for its missions. The planned acquisitions are based on strategic priorities defined in 2005. In those areas where properties will not be acquired the Depart-

ment will continue to rent properties according to the needs and requirements of missions.

2.1.4 The Department will pay special attention to the maintenance of its properties abroad to ensure that the properties and facilities are in a good state of repair. The overall maintenance strategy and individual maintenance plans for all state owned properties will guide the efforts of the Department in this regard.

In this MTSF period the Department will undertake a comprehensive review of its policies, procedures and process for the supply and management of furniture, equipment and goods and services. The aim of this review will be to ensure that the required goods and services are provided as needed and that the items are properly recorded and managed both at Head Office and mission.

2.1.6 The Department is continuously improving its asset management function. The Department implemented a Hardcat Asset Management system in the financial year 2005/6. In order to make the Asset Management system easily accessible to all users at Head Office and Missions abroad, the Hardcat Web Browser was developed and tested. The Hardcat Web Browser is a facility for viewing the asset register which will enable Missions to view their asset registers and identify any inaccuracies in the asset register for reporting to Head Office. The Web Browser facility was intended to be

rolled out to Missions in 2008/09 financial year, however due to competing priorities this project had to be rescheduled to 2009/10.

2.1.7 In the 2008-2011 Strategic Plan the Department had planned to further improve the accuracy and completeness of the asset register by acquiring Hardcat Procurement and Stock control modules. The procurement module provides a facility for the processing of orders and payments through the asset management system which results in automatic updating of the asset register. Because of financial constraints and the high costs associated with the acquisition of the module the Department has put this project on hold. The Department has, however, increased its human resource capacity and will be conducting monthly systems reconciliations.

2.1.8 In order to meet the National Treasury requirement for recording assets at fair values where actual costs cannot be established, the Department in 2007/8 developed a project plan for the valuation of all assets recorded at R1 values in the asset register in an efficient and economical manner. A phased approach was adopted and the valuation process which commenced in the 2007/08 financial year was intended for completion by 31 March 2011. Due to cost considerations the Department has reviewed the valuation approach that was adopted and an alternative cost effective method adopted. The valuation of assets has commenced during the 2008/9 financial year.

OPERATIONAL PLAN 2009/10 FIN YEAR

ACTIVITY	PROJECT
1. Acquisition of land and properties	Chancery Mbabane, Swaziland; New Delhi (second instalment land for chancery)
2. Design and construction of facilities	Chanceries: Angola, Luanda, Mbabane, Swaziland, Senegal, Dakar Chancery and Official Residence: Saudi Arabia, Riyadh; Rwanda, Kigali Chancery, Official Residence and Staff Housing: Mali, Bamako Staff Housing: Montevideo, Uruguay
Project in the design phase	Chancery: Tanzania, Dar es Salaam Chancery and Staff Housing: Malawi, Lilongwe Official residence: Botswana, Gaborone Staff Housing: Swaziland, Mbabane
Projects where the design can be finalised and/or construction can commence or are underway	Chancery and Staff Housing: Lesotho, Maseru Chancery and Official Residence: Nigeria, Abuja;
Projects which are underway and will be completed	
3. Maintenance of properties Renovation of properties	Finalise renovations in respect of the following properties: <ul style="list-style-type: none"> • Refurbishment of lifts – SA House – UK, London • Electrical installations – Maputo, Mozambique • Official Residence – Canada, Ottawa • Official Residence – Athens, Greece <p>Undertake renovations in respect of the following:</p> <ul style="list-style-type: none"> • Chancery and Staff Housing, Brazil, Brasilia • Chancery – USA, Washington • Official Residence – United Kingdom, London • Chancery – France, Paris • Chancery and Official Residence – The Netherlands, The Hague • Chancery – Denmark, Copenhagen • Chancery – Juba, Sudan
Maintenance	Develop and implement maintenance strategy for all properties owned by the RSA abroad.
4. Disposal of property	The following properties has been identified for disposal: <ul style="list-style-type: none"> • Chancery and Official residence – Germany, Bonn • Official Residence – Switzerland, Zurich • Official Residence – Brazil, Sao Paulo • Staff Housing – Namibia, Windhoek and Walvis Bay • Parking Bay – France, Paris • Two apartments (ex Chancery) – Portugal, Funchal

OPERATIONAL PLAN 2010/11 FIN YEAR	
ACTIVITY	PROJECT
1. Acquisition of land and properties	New Delhi (third instalment land for chancery)
2. Design and construction of facilities	
Project in the design phase	
Projects where the design can be finalised and/or construction commence or are underway	Chanceries: Angola, Luanda, Mbabane, Swaziland, Senegal, Dakar Chancery and Official Residence: Saudi Arabia, Riyadh; Rwanda, Kigali Chancery, Official Residence and Staff Housing: Mali, Bamako Staff Housing: Montevideo, Uruguay Chancery: Tanzania, Dar es Salaam Chancery and Staff Housing: Malawi, Lilongwe Staff Housing: Swaziland, Mbabane Official residence: Botswana, Gaborone
Projects which are underway and will be completed	
3. Maintenance of properties	
Renovation of properties	Undertake renovations in respect of the following: Official Residence – United Kingdom, London Chancery – France, Paris Chancery and Official Residence – The Netherlands, The Hague Chancery – Denmark, Copenhagen Official Residence – Germany, Munich Chancery and Official Residence – Spain, Madrid Chancery and Staff Village – DRC, Kinshasa
Maintenance	Continue with implementation of maintenance strategy for all properties owned by the RSA abroad.

OPERATIONAL PLAN 2011/12 FIN YEAR

ACTIVITY	PROJECT
1. Design and construction of facilities	
Project in the design phase	Chancery – India, New Delhi
Projects where the design can be finalised and/or construction can commence or are underway	Chanceries: Angola, Luanda, Mbabane, Swaziland, Senegal, Dakar Chancery and Official Residence: Saudi Arabia, Riyadh; Rwanda, Kigali Chancery, Official Residence and Staff Housing: Mali, Bamako
Projects which are underway and will be completed	Staff Housing: Montevideo, Uruguay Chancery: Tanzania, Dar es Salaam Chancery and Staff Housing: Malawi, Lilongwe Staff Housing: Swaziland, Mbabane
2. Maintenance of properties Renovation of properties	Finalise renovations in respect of the following properties: Chancery and Staff Housing, Brazil, Brasilia Chancery – USA, Washington Chancery – Juba, Sudan Official Residence – Germany, Munich
Maintenance	Undertake renovations in respect of the following: Official Residence – United Kingdom, London Chancery – France, Paris Chancery and Official Residence – The Netherlands, The Hague Chancery – Denmark, Copenhagen Chancery and Official Residence – Spain, Madrid Chancery and Staff Village – DRC, Kinshasa Chancery and Official Residence – Argentina, Buenos Aires Official Residence – USA, New York (CG) Official Residence – Switzerland, Berne
3. Disposal of property	Continue with implementation of maintenance strategy for all properties owned by the RSA abroad.
	The following properties has been identified for disposal: Nil

Section 2: Information Communication Technology Plan

INFORMATION COMMUNICATION TECHNOLOGY PLAN 2008/09 - 2010/11

Executive Summary

The ICT plan encapsulates the strategic vision for the ICT environment that the Department of Foreign Affairs would like to establish over the next three years. The purpose of the plan is to create a consensus vision of how information technology can best be used in supporting the Department's strategic goals.

During the previous financial years the Department undertook to implement the recommendations from the Master System Plan (MSP). The four major projects that were prioritised were actioned and are in progress:

During the 3 year period 01 April 2009 to 31 March 2012 the Department will continue its focus on the following in relation to these four major projects:

- Voice over Internet Protocol (VOIP): completion of outstanding work on deployed mission and implementation of the system to new missions.
- Windows 2003 Advanced Server: implementation of the system to new missions.
- Business Process Management (BPM): Closure of the Consular Management System and completion of the development of DIAP system.
- Business Intelligence (BI): Stabilisation of the 1st iteration and initiation of the 2nd phase.

The Department furthermore commenced with the planning for the implementation of the outstanding MSP recommendations, as follows:

- Completion of Business Process Management project (DIAP)
- Infrastructure for the New Head Office Building
- IT Governance and Service Delivery
- Implementation of BI Phase 2
- Implementation of the New ICT Organisational Structure
- Review of the Master System Plan

Strategic Priorities for the MTSF period

To optimise the capabilities of implemented technology and increase the return on investment in order to further the achievement of the Department's foreign policy objectives, a major ICT objective that has been developed, carried forward in the next three years is to modernise the Department's Information Communications Technology and ensure its optimum utilisation.

The Department has revised the priorities identified previously and based on the achievements realised, has identified the following priorities to be pursued in the next three years.

- Optimised Technology
- Building Business Processes
- People Empowerment

The table below illustrates the alignment of the projects to these priorities:

MAJOR PROJECTS	PRIORITIES		
	Optimised Technology	Building Business Processes	People Empowerment
Infrastructure for new HO	X		
IT Governance & Service Delivery	X	X	X
Business Intelligence	X	X	
Project Management Solution		X	X
Business Process Management		X	X
New ICT Structure			X
Revised MSP	X	X	X

Priority 1: Optimised Technology

Business Process Management. Automation and optimisation workflow of current business processes. The developed system will provide integration between related business units such as integrating the finance unit to the procurement unit to ensure end to end transaction of the entire procurement process with budget update based on assets procured. One of the critical areas that will be automated is Human Resource Management that will integrate planning, skills development and personal skills training with the Foreign Service Institute, professional postings and equity transformation. The system will be web-based for ease of access. Building a repository of documents and records in preparation for Knowledge Management.

Automation of Project Management. Automation of the developed project methodologies and the project management tools applicable to all business units within the department with central repository of projects documentation, to enable knowledge sharing and improve collaboration.

Data Warehousing/Business Intelligence: Building and accessing information by topic (Data-marts), collaborative information building, sharing information. Development of central repository for all DIR&C data. Introduction of workflow process. Common search engine. Split repository for secure and open information.

Infrastructure for the New Head Office Building: The construction of the head office building is underway. ICT is responsible for the provision and implementation of the ICT infrastructure and ensuring successful move of users equipment to their respective new offices. This will be done with minimum disruption to the daily operations.

Document and Records Management: Global DIR&C electronic document storage, categorisation, indexing and retrieval. Start of document and record capture to electronic format. Follow the Archive rules for data storage. Start of information storage for Knowledge and Information Management (KIM).

Digitisation of the Diplomatic Mail System: Development of the new diplomatic mail systems for all categories for the diplomatic mail.

Review of the Master System Plan: The current Master System Plan was approved in 2004 and the implementation of the recommendations is close to completion. The plan will be comprehensively reviewed during the strategic framework period.

Priority 2: Building Business Processes

This priority will focus on the following areas:

- Continue with the implementation of Service Level Management (SLM) and Customer Relationship Management (CRM) based on ITIL standards. Both SLM and CRM will have measurable service level agreements with business units and service providers.
- Development of the IT governance processes which include the Risk Management Strategy and Business Continuity Plan, and maintenance thereof.
- Awareness of IT services through marketing and communications using documented strategies.
- Development and documentation of IT operational procedures.

Priority 3: People Empowerment

ICT has undertaken to prioritise empowerment of the ICT workforce and the business at large. With the new infrastructure and technologies that have been deployed, it is imperative that the skills of the ICT resources are aligned to the requirement for the support, maintenance and continued efficient, effective functioning of these new technologies. Also, the organizational structure must be aligned to the new environment.

This priority will focus on the implementation of new ICT organizational Structure that has been aligned with the new environment and the IT industry trends. ICT resources are being skilled with relevant technologies to allow them to be able to support and maintain the new environment and ensure optimal performance.

The new ICT structure will have clearly defined career mapping supported by the department's retention strategy. The performance management and development system will be automatically linked to the tasks assigned through the service desk.

ICT will engage with the Diplomatic, Training, Research & Development (Diplomatic Academy) Institute for the revision of the IT curriculum for users.

Challenges and Risks

DIR&C is committed to working with SITA as a technology partner and relies on SITA for the provision of services, facilities and equipment, in accordance with the SITA Act.

The following challenges and risks are identified:

- Scheduling all projects and identifying those which can be outsourced.
- Unplanned projects such as relocations and Conferences
- Human Resources: Recruitment, training and retention of staff
- Mission Support Centres not adequately capacitated
- Tenders not approved timeously
- Lengthy turnaround time by SITA

Conclusion

It is crucial for the effective functioning of the ICT unit that adequate capacity in respect of with sufficient and skilled resources are available to be able to deliver on the strategic imperatives. These resources are to be supported by the developed and implemented operational processes and procedures.

ICT STRATEGIC PLAN PRIORITIES

MEASURABLE OBJECTIVES	OUTPUT/ DELIVERABLES	INDICATORS / TARGETS
Provision and Optimisation of the ICT Infrastructure and Business Systems	2009 / 2010 Deployment ICT infrastructure for the New Head Office Building Security deployment for missions	2010 / 2011 Deployment of infrastructure for new missions Deployment of ICT infrastructure for new Presidential Guest House
	2011 / 2012 Upgrade infrastructure at the missions	Review maturity of Open Source System (OSS) in an enterprise organisation. (Internal R&D) Develop and Implement OSS strategy
	Develop Document management Strategy	Implementation of the Document Management Strategy Extend of BPM solution to the rest of the department
	Imperative Business Systems	Completion of Business Process Management for DIAP Implement Unified Communications Solution

MEASURABLE OBJECTIVES	OUTPUT/ DELIVERABLES	INDICATORS / TARGETS		
		2009 / 2010	2010 / 2011	2011 / 2012
Develop Business Processes & Governance	IT Governance	Develop and communicate Disaster Recovery Plan	Implement department wide project methodology	Review and update ICT Strategy
		Develop and implement IT Governance framework		
		Define and implement relevant CoBIT objects		
		Obtain IT governance compliance certification		
		IT Risk Management Strategy		
	Service Delivery Improvement	Development of Service Improvement Plan/ Service Delivery Charter	Develop and Implement additional ITIL Service Management Frameworks(SMF)	Certification on compliance of implemented SFM
		Implementation of SLA and Contract Management		
		Alignment of ICT procurement with Departmental procurement management	Automation of business processes	Continue with the development and updating of the ICT policies and procedures
		Develop and implement strategy to take over the management of Transversal Systems	Develop DIR&C Architecture Blue Print	Develop and Implement revised ICT MSP
	Infrastructure Management	Develop and implement strategy to relocate IT systems residing with business	Review and update ICT Master Systems Plan	

MEASURABLE OBJECTIVES	OUTPUT/ DELIVERABLES	INDICATORS / TARGETS		
		2009 / 2010	2010 / 2011	2011 / 2012
Ensure ICT officials and users are empowered to fully utilize the technology	Capacity Building	Implementation of new ICT Structure		Review and update ICT Structure
		Fill ICT critical vacancies		
		Develop and implement training plan.		
		Finalise and implement Retention strategy		
		Retention of Internship programme		

Section 3 Human Resources

1. INTRODUCTION

The Human Resources (HR) strategy was built on the premise that an effective HR strategy should support the Country's Domestic and Department of International Relations & Cooperation priorities in implementing South Africa's Foreign Policy.

Departing from that, the development of the HR strategy sought to clearly align itself to the Department of International Relations

and Cooperation's strategic focus and aims to ensure the attainment of the Department of International Relations and Cooperation strategy.

To create an effective strategy for the next three years and to successfully engage in the road to high performance, the HR branch will focus on three basic principles, namely:

1. That the Department of Foreign Affairs must make a difference that matters;
2. That the people in the DICO should make the difference and
3. That the conditions should be created in which the DICO employees perform to their potential.

Below is the graphic representation that shows the alignment between South Africa's priorities, DICO priorities and HR Strategy



2. HR MISSION STATEMENT

The Department of International Relations and Cooperation recruits and develops employees who can make a difference for South Africa through effective, efficient and professional HR processes.

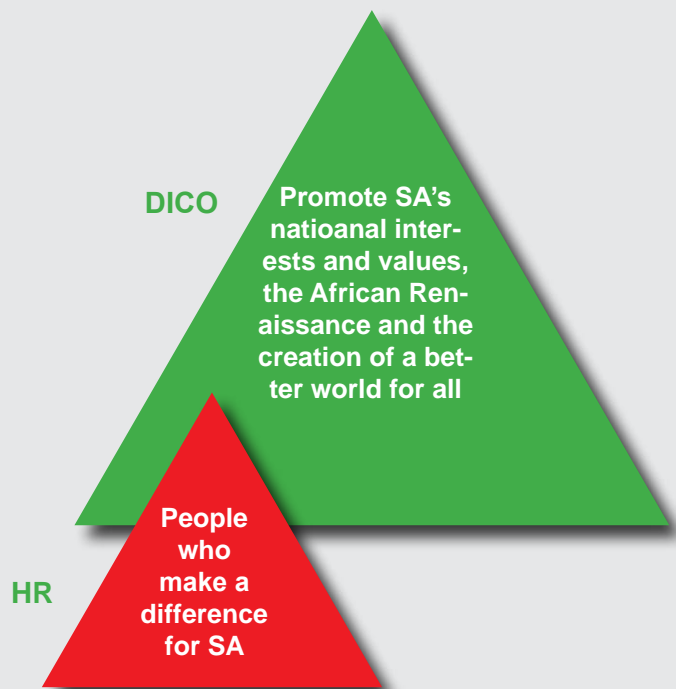
Below is the graphic representation regarding the HR mission including the key drivers for success as well as the DICO mission and how HR aligns with it:

Human Resources Mission



The Branch Human Resources will ensure that the DICO has the employees who can make a difference for South Africa through effective, efficient and professional HR processes.

Alignment of the DICO and HR Missions



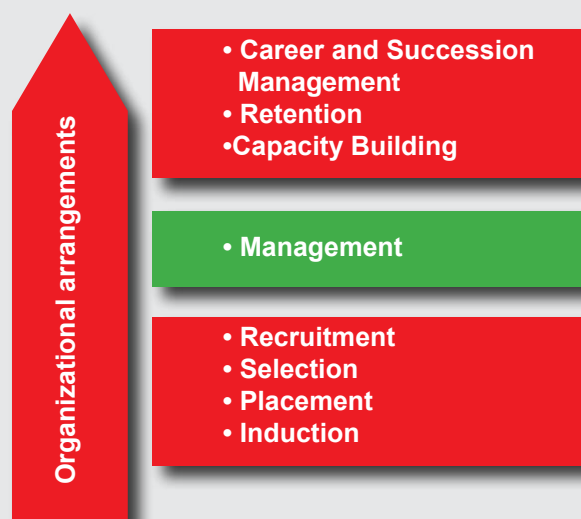
3. THE PRIORITIES OF HR

The following priorities were identified and will be the focus of the activities upon which the HR strategy is built.

1. Effective Organisational arrangements
2. Efficient Recruitment, Selection, Placement and Induction processes
3. Enabling Career Development and Succession Management
4. Effective leadership and management of people

Priority four is considered as very important in the implementation of the strategy and relies on the partnership between HR and Management.

Below is a graphic representation of the HR priorities:



4. INTERACTION BETWEEN HR AND MANAGERS

To benefit the organisation it is important that clear lines of responsibilities between HR and Management are identified and carried out.

Below are some examples of HR's role:

- Provide support in driving DICO values and culture.
- Define management and leadership skill needs.
- Design and deliver appropriate development programmes.
- Provide appropriate support to managers.

Amongst others, Management will:

- Identify and define their own development needs.
- Identify areas of support.
- Grow people (coaching, mentoring, and partnership with HR).
- Drive DICO values and culture ("walk the talk").

5. HUMAN RESOURCES GUIDING PHILOSOPHY

The Branch HR subscribes and is guided by the following underlying philosophy in implementing its strategy. Members of the Branch:

- Have a core role within the DICO.
- Are proactive in identifying emerging trends and respond to challenges and special needs.
- Are clear about their responsibilities, and do whatever it takes to deliver on them.
- Are partners of management and aim to make them effective without taking over their management responsibilities.
- Are professional in all they do – they set high standards and believe in the principle of “walk the talk”.

6. THE PRIORITIES OF THE HR STRATEGY

Priority 1: Effective Organisational Arrangements

Strategic objective: To develop a value driven organisation that is caring, professional, adaptive to environmental changes; and that consistently communicates internally and externally.

Focus Areas	Performance Indicators (3 years)
Policies	Policies and procedures that are accessible and are aligned to legal prescripts, departmental objectives and values, that are suitable for the DICO's environment, involve stakeholders and ensure consistent application.
Organisational Structure	Organisational structure that is adaptive and responsive to internal needs and environmental changes. An appropriate organisational re-design taking into account DICO's additional priorities.
Pay and Incentive	An appropriate remuneration, reward and recognition system that takes the unique circumstances of the DICO into account.
Review of LRP dispensation	Reviewed LRP dispensation to ensure a competitive remuneration system.
Performance Management	A performance culture where talking about performance is fused into everyday functioning (contracting and feedback comes naturally).
Posting Management	Vacancies filled with the right people at the right place and at the right time. Employees informed and prepared timeously and meaningfully integrated when they return to South Africa from Missions. A comprehensive orientation programme that prepares employees and their families before going to Missions and returning to Head Office.
Employee Wellbeing	An organisation that cares and supports its employees and promotes individual health and wellness.
Labour Relations	An environment where the rights and responsibilities of employees and managers are respected and where there is cooperative engagement on workplace issues.
Organisational Development	A department that lives its values, reflects the diversity of SA society and adapts to changing environment/s.

Priority 2: Efficient Recruitment, Selection, Placement and Induction

Strategic objective: To ensure that there is the right number of people with the requisite skills, knowledge, and attitude in the right positions at the right time, that are properly orientated and integrated into the Department and to reduce the vacancy rate to at least 5% by the end of year 3.

Focus Areas	Performance Indicators (3 years)
Integrated Recruitment, Selection and Placement Strategy	A comprehensive and integrated strategy for recruitment, selection and placement. A focused recruitment and development plan to address critical positions in the Department.
Employer Brand	The DICO is known, understood and is regarded as the employer of choice.
Cadets and Internships	Effective recruitment of Cadets and interns
Newly Appointed and Promoted Employees	A comprehensive orientation framework that details the integration of all levels of employees into the Department and into new positions.

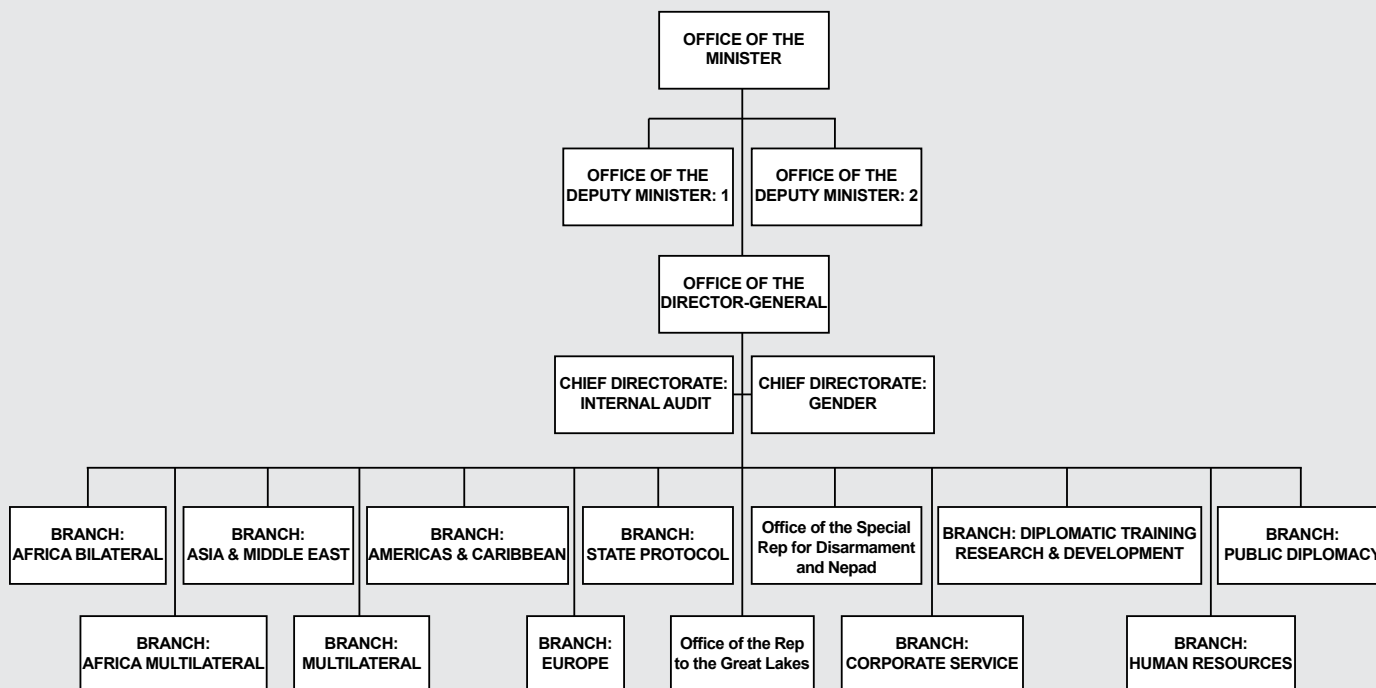
Priority 3: Effective Career and Succession Management, and Retention and Capacity Building

Strategic objective: To create an organisation that will build and develop workforce capability in pursuit of departmental goals.

Focus Areas	Performance Indicators (3 years)
Career Management	A career map for all career streams in the Department with appropriate career progression requirements particularly in the first 5 years of an employee’s career in the Department. Career guidance capacity established to assist individuals with regards to their personal development plans and aspirations.
Capacity Building	Develop the management capacity to deal with Human Resources matters. Design and implement capacity building programmes for managers.
Succession Management	Effective management of talented employees to ensure attraction, development and retention. A talent pool to be created that can be utilised to fill critical posts in the organisation.
Retention Strategy	Retention strategy applied that will ensure the retention of talented employees.

7. DEPARTMENTAL STRUCTURE

The structure of the Department of International Relations & Cooperation is made up of eighteen components, consisting of the Office of the Minister of Foreign Affairs, Offices of the two Deputy Ministers of Relations & Cooperation, Office of the Director-General, Chief Directorates, Gender and Internal Audit, and 11 Branches (Asia and Middle East, Europe, Americas and the Caribbean, Africa Bilateral, Africa Multilateral, Multilateral, Foreign Service Training and Research Institute, Human Resources, Corporate Services, State Protocol and Public Diplomacy). Also we have the offices of the Ambassador and Special Representative to Great Lakes, and Ambassador and Special Representative for Disarmament and NEPAD.



Approved Structure as at 31 March 2009

The approved number of posts for the Department is 2721.

Head Office : 1961

Missions : 760

LOCATION	VACANT FUNDED	VACANT UNFUNDED	EMPLOYMENT STATUS	TOTAL APPROVED POSTS
HEAD OFFICE	197	171	1540	1908
TRAINING POOL	0	0	53	53
MISSIONS	114	0	646	760
ADDITIONAL	0	0	43	0
CADET AND ICT LEARNERS	0	0	71	0
TOTAL	311	171	2353	2721

(Note: Total approved posts of 2721 exclude the 43 and 71 of “Additional” and “Cadets” respectively).

The Department has now adopted a two prong medium term strategy. Firstly we are going to focus on filling the vacant funded positions then later review the Departmental structure. New posts will be created and funded as and when needed.

In our efforts to fill the vacant funded posts, we have two large recruitment drives per year, one in January/February and the other in June/July. The recruitment drives are aligned with our placement of staff abroad.

To deliver on the medium-term strategic objectives, the Department requires a total of 2721 employees, i.e. the total number of approved posts.

Number of posts filled as at 31 March 2009	: 2353
Head Office	: 1540
Missions	: 646
Additional to the establishment	: 43
Training Pool	: 53
Diplomatic cadets	: 71

The table below indicates the current status per post levels, race and gender as at 31 March 2009:

MANAGEMENT LEVEL	African		Asian		Coloured		White		Grand Total
	Female	Male	Female	Male	Female	Male	Female	Male	
POLITICAL OFFICE-BEARERS	1	0	1	0	0	0	1	0	3
DIRECTOR GENERAL	0	1	0	0	0	0	0	0	1
DEPUTY DIRECTOR GENERAL	2	6	0	3	0	0	0	0	11
CHIEF DIRECTOR	20	31	0	4	2	1	3	8	69
DIRECTOR	38	67	2	9	3	8	12	30	169
DEPUTY DIRECTOR	66	97	16	15	6	16	66	98	380
ASSISTANT DIRECTOR	185	199	19	17	13	11	121	77	642
BELOW ASD	547	331	878	7	35	20	93	27	1078
Total Count	859	732	1591	55	59	56	296	240	2353

Approved LRP Structure

The approved number of posts for Locally Recruited Personnel at the missions is 2380.

LOCATION	VACANT FUNDED	VACANT UN-FUNDED	EMPLOYMENT STATUS	TOTAL APPROVED POSTS
MISSIONS	378	0	2002	2380
TOTAL	378	0	2002	2380

The table below indicates the current filled and vacant status per Branch as at 31 March 2009:

LRP Establishment : 31 March 2009			
Region	Filled	Vacant	Total
Africa	648	163	811
Africa Multilateral	100	4	104
Multilateral	29	6	35
Americas and Canada	298	30	328
Asia & Middle East	415	103	518
Europe	508	72	580
Total	1990	378	2380

IMPLEMENTATION OF THE STRATEGY

Annual action plans have been developed for the next three years and will be integrated into the Annual Business Plans which outlines objectives with clear measures and indicators of performance. Please refer to the annexure appended below:

ANNEXURE: ACTION PLANS RELATED TO THE PRIORITIES OF THE HR STRATEGY

KEY PRIORITY AREA 1: Effective HR Organisational arrangements

Expected Accomplishments/Outcomes:

- Established performance culture
- Effective support to transferred employees and their families.
- Organisational Culture and Climate Interventions rolled out

MEASURABLE OBJECTIVES	OUTCOME/ DELIVERABLES	2009/10	2010/2011	2011/2012
Facilitate effective HR organisational arrangements	Policies, Processes and Procedures in place	Develop an HR Policy Framework Conduct an audit of HR's policy compliance to all relevant legislative and other requirements	Monitor implementation of standardised procedures	Monitor and review standardised procedures
	Competitive remuneration systems developed	Map the process of implementing policies. Develop and implement standardised procedures in line with approved policies Continuously update and maintain the electronic database of HR policies Develop guidelines for implementation of DPSA's Remuneration Framework Initiate the review of the LRP dispensation	Map all HR processes	Implement refined HR processes
	Adaptive and responsive Organisational Structure	Facilitate an Organisational re-design to address the Department's additional priorities	Finalise the review and start implementation of the new LRP dispensation	Continue implementation of the new LRP dispensation

	<p>Performance Management culture established</p>	<p>Implement the reviewed PMDS policy and deal with non-compliance</p> <p>Develop a policy on Non-monetary Rewards</p> <p>Develop and implement a quality assurance management system for current PMDS</p> <p>Develop and implement guidelines and procedures on PMDS processes</p>	<p>Implement Non-monetary Rewards policy</p> <p>Monitor implementation</p>	
	<p>Wellness Programme Implemented</p>	<p>Implement the hardship Mission support programme</p> <p>Implement spousal support programme</p> <p>Implement pre-posting medical adaptability assessments</p> <p>Implement 24-hour counselling services for all transferred employees and their families</p> <p>Exploration of LRP Wellness Programme</p>	<p>Implement the LRP Wellness Programme</p>	<p>Review the EWC Strategy</p>
	<p>Sound Labour Relations promoted</p>	<p>Building management capacity on disciplinary matters</p> <p>Educate and create awareness on key Labour Relations processes</p> <p>Review the Labour Relations policy Framework</p>	<p>Building management capacity on disciplinary matters</p> <p>Implement the revised labour relations policy framework.</p>	<p>Asses impact of the implementation of the policy framework</p>
	<p>Organisational Development processes facilitated</p>	<p>Develop the 5 year EE Plan</p> <p>Develop a 3 year SDIP</p> <p>Implementation of the Culture and Climate interventions</p> <p>Compile a Service Charter with time frames for delivery of all HR services</p>	<p>Conduct a follow-up of Culture and Climate Survey</p>	

KEY PRIORITY AREA 2: Streamline Recruitment, Selection and Placement with the Department

Expected Accomplishments/Outcomes:

- Streamlined recruitment, selection and placement process
- Integrated posting management

MEASURABLE OBJECTIVES	OUTCOME/ DELIVERABLES	2009/10	2010/2011	2011/2012
To streamline Recruitment, Selection and Placement	Recruitment, Selection and Placement implemented	Implement the Recruitment and Selection Strategy	Monitor implementation of Recruitment and Selection Strategy	Review the Recruitment and Selection Strategy
		Implement quality assurance for recruitment, selection and placement		
		Develop guidelines on placement processes (at entry, lateral movements and returning officials)		
	Posting Management framework developed	Develop a Posting Management Framework	Implement Posting Management Framework work	
	Orientation programmes rolled out	Review the current programme and make necessary adjustments	Continue implementation of orientation programmes	Implement and review orientation programmes
		Design and introduce orientation programme for SMS		
		Develop an Orientation Manual for arrival at Missions	Implement Orientation Manual for arrival at Missions	Continue implementation of Orientation Manual for arrival at Missions

KEY PRIORITY AREA 3: Implement Talent Management, Retention, Career Succession Management strategies

Expected Accomplishments/Outcomes:

- Entrenched implementation of Retention, Career and Succession Management Strategies

MEASURABLE OBJECTIVES	OUTCOME/ DELIVERABLES	2009/10	2010/2011	2011/2012
Strengthening Career Management, Succession Planning and Retention Strategy	Career Management, implemented	Enhance the implementation of the Career Management Framework for the organisation	Explore the establishment of the physical career centre	
		Refine, update and popularise the career web based centre		
	Succession Management implemented	Finalise and implement the Succession Management Framework for the organisation	Review and improve the Succession Management Framework	
	Retention Strategy rolled out	Develop and implement the Retention Strategy for the organisation		

KEY PRIORITY AREA 4: Effective Leadership and Management of people

Expected Accomplishments/Outcomes:

- Empowered managers to implement HR Processes

MEASURABLE OBJECTIVES	OUTCOME/ DELIVERABLES	2009/10	2010/2011	2011/2012
People Management and Capacity Building	Improve people management	Develop and implement a capacity building programme for managers to deal with Human Resources matters	Continue implementation of the capacity building programme for managers	Review the capacity building programme for managers

Government Departments

The Presidency
Department of Agriculture, Forestry and Fisheries
Department of Arts and Culture
Department of Basic Education
Department of Communications
Department of Cooperative Governance and Traditional Affairs
Department of Correctional Services
Department of Defence and Military Veterans
Department of Economic Development
Department of Energy
Department of Finance
Department of Health
Department of Higher Education and Training
Department of Home Affairs
Department of Human Settlements
Department of International Relations and Cooperation
Department of Justice and Constitutional Development
Department of Labour
Department of Mining
Department of Police
Department of Public Enterprises
Department for the Public Service and Administration
Department of Public Works
Department of Rural Development and Land Reform
Department of Science and Technology
Department of Social Development
Department of Sport and Recreation
Department of State Security
Department of Tourism
Department of Trade and Industry
Department of Transport
Department of Water and Environmental Affairs
Department of Women, Youth, Children and People with Disabilities

List of Acronyms

AARSOC	Asia-Africa Sub-regional Organisations Conference
ACHPR	African Commission on Human and Peoples' Rights
ACP	African, Caribbean and Pacific States (see CPA)
AFREC	African Energy Commission
AGOA	African Growth Opportunity Act
AICC	African Institute of Corporate Citizenship
ASEAN	Association of South East Asian Nations
ATCM	The Antarctic Treaty Consultative Meeting
ATS	Antarctic Treaty System
AU	African Union (formerly OAU)
BEE	Black Economic Empowerment
BIPPA	Bilateral Agreement on Promotion and Protection of Investments
BLSN	Botswana, Lesotho, Swaziland, Namibia)
BNC	Binational Commission
CARICOM	Caribbean Community
CCA	Comprehensive Ceasefire Agreement
CCAMLR	The Commission for the Conservation of Antarctic Marine Living Resources
CCW	Convention on Certain Conventional Weapons
CD	Conference on Disarmament
CDM	Clean Development Mechanism
CERD	United Nations Committee on the Elimination of Racial Discrimination
CHOGM	Commonwealth Heads of State and Government Meeting
CIC	Credit Insurance Committee
COP	Conference Of the Parties
CPA	Cotonou Partnership Agreement (EU and ACP)
CSD	Commission on Sustainable Development
CSRT	Centre for the Study and Research on Terrorism
CSTP	Committee for Scientific and Technological Policy
CSW	United Nations Commission on the Status of Women
CTBT	Comprehensive Nuclear-Test-Ban Treaty
CWC	Chemical Weapons Convention
DDPA	Durban Declaration and Programme of Action
DNA	Designated National Authority
DOI	Declaration of Intent
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DTI	Department of Trade and Industry
ECIC	Export Credit Insurance Corporation of South Africa
ECOSOC	Economic and Social Council (UN)
EEZ	Exclusive Economic Zone
EIF	Entry Into Force

EPA	Economic Partnership Agreement
ERW	Explosive Remnants of War
EU	European Union
FDI	International Relations Direct Investment
FNN	Forces for National Liberation
FOCAC	Forum on China-Africa Cooperation
FSI	International Relations Service Institute
G8	Group of eight (USA, UK, Germany, Italy, France, Russia, Japan, Canada)
G20	Group of Twenty
G77	Group of 77 (and China)
GA	General Assembly (United Nations)
GCC	Gulf Cooperation Council
GCIM	The Global Commission on International Migration
GDP	Growth Domestic Product
GEF	Global Environmental Facility
GEO	Group on Earth Observation
GFII	Global Forum on International Investment
GOSS	Government of Southern Sudan
HCOG	The Hague Code of Conduct against Ballistic Missiles
HRD	Human Resource Development
HSGIC	Heads of State and Government Implementation Committee (Nepad)
IAEA	International Atomic Energy Agency
IBRD	International Bank for Reconstruction and Development (World Bank)
IBSA	India, Brazil, South Africa Dialogue Forum
ICAO	The Council of the International Civil Aviation Organisation
ICC	International Criminal Court
ICJ	International Court of Justice
ICNRD	International Conference for New or Restored Democracies
ICRC	Interim Chemicals Review Committee
ICT	Information and Communications Technology
ICTR	International Criminal Tribunal for Rwanda
ICTS	International Cooperation Trade and Security Cluster
ICTY	International Criminal Tribunal for Yugoslavia
ILC	International Law Commission
ILO	International Labour Organisation
IMC	International Marketing Council
IMF	International Monetary Fund
IMO	International Maritime Organisation
INC	Inter-Governmental Negotiating Committee
IOC	The International Oceanographic Commission
IOR-ARC	Indian Ocean Rim Association for Regional Cooperation
IPCC	Industrial Participation Control Committee
IRPS	International Relations-Peace and Security

ISA	The International Seabed Authority
ISPS	International Ship and Port Security Code
ITEC	Intergovernmental Trade and Economic Committee (with Russia)
ITU	International Telecommunication Union
IUU	Illegal Unreported and Unregulated (Fishing)
IWC	International Whaling Commission
JBC	Joint Bilateral Commission
JPCDS	Joint Permanent Commission on Defence and Security
JPOI	Johannesburg Plan of Implementation
JSE	Johannesburg Stock Exchange
KPCS	Kimberley Process Certification Scheme
LDC	Least Developed Countries
MBT	Mine Ban Treaty
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreements
MERCOSUR	Southern Common Market (Argentina, Brazil, Paraguay, Uruguay)
MISS	Minimum Information Security Standards
MOP	Montreal Protocol on Substances that Deplete the Ozone Layer
MSP	Master Systems Plan (ICT)
MTCR	Missile Technology Control Regime
NAASP	New Asian African Strategic Partnership
NAM	Non-Aligned Movement
NCACC	National Conventional Arms Control Committee
NCCC	The National Committee for Climate Change
NEPAD	New Partnership for Africa's Development
NFAR	National Forum Against Racism
NGO	Non-Governmental Organisation
NIPP	The National Industrial Participation Programme
NPT	Nuclear Non-Proliferation Treaty
NSG	Nuclear Suppliers Group
NSI	Nuclear System of Innovation
NSTF	National Science and Technology Forum
ODA	Official Development Assistance
ODIN	Ocean Data and the Information Network
OIC	Organisation of Islamic Conference
PAP	Pan African Parliament
PAYU	Pan African Youth Union
PIC	Prior Informed Consent
PMO	Policy-Making Organ
PMS	Performance Management System

POP	Persistent Organic Pollutants
PSC	Peace and Security Council (AU)
PUSET	Public Understanding of Science and Technology
RECs	Regional Economic Communities
RISDP	Regional Indicative Strategic Development Plan
S&T	Science and Technology
SAA	South African Airways
SACU	Southern African Customs Union (SA, BLSN)
SADC	Southern African Development Community
SADR	Saharawi Arab Democratic Republic
SAIAIF	South African International Affairs ICT Forum
SAMSA	South African Maritime Safety Authority
SANGOCO	South African Non-Governmental Organisation Coalition
SAPO	South African Post Office
SAT	South African Tourism
SAWID	South African Women in Dialogue
SC	Security Council (United Nations)
SME	Small and Medium-sized Enterprises
SOLAS	Safety of Life at Sea Convention
SSR	Security Sector Reform
TDCA	Trade and Development Cooperation Agreement (with EU)
TICAD	Tokyo International Conference on African Development
TISA	Trade and Investment South Africa
TRIPS	Trade Related aspects of Intellectual Property Rights
TWG	Technical Working Groups
UK	United Kingdom
UN	United Nations
UN PoA	United Nations Programme of Action
UNCED	United Nations Conference on Environment and Development
UNCHR	United Nations Commission on Human Rights
UNCITRAL	United Nations Commission on International Trade Law
UNCLOS	United Nations Convention on the Law of Sea
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNGA	United Nations General Assembly
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees

UNICPOLOS	The United Nations Informal Consultative Process on Oceans and the Law of the Sea
UNIDO	United Nations Industrial Development Organisation
UNISA	University of South Africa
UNSC	United Nations Security Council
UPU	Congress of the Universal Postal Union
USA	United States of America
VLCC	Very Large Crude-oil Carriers
WCAR	World Conference Against Racism
WEF	World Economic Forum
WEHAB	Water, Energy, Health, Agriculture, Biodiversity
WMDs	Weapons of Mass Destruction
WMO	World Meteorological Organisation
WSIS	World Summit on the Information Society
WSSD	World Summit on Sustainable Development
WTO	World Tourism Organisation
WTO	World Trade Organisation