

# Annual Report 2008-09

Department of International Relations and Cooperation  
(Former Department of Foreign Affairs)



international relations  
& cooperation

Department  
International Relations and Cooperation  
REPUBLIC OF SOUTH AFRICA

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**PART 1**  
**General Information**

**Submission of the Annual Report to the Executive Authority**

To the Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane; I have the honour of presenting the 2008-09 Annual Report of the Department of International Relations and Cooperation.

A handwritten signature in black ink, appearing to read 'A Ntsaluba', is written over a horizontal line.

**Dr Ayanda Ntsaluba**  
**Director-General:**  
**Department of International Relations and Cooperation**



Minister Maite Nkoana-Mashabane



Director-General Ayanda Ntsaluba

## Executive Summary by the Director-General of the Department of International Relations and Cooperation (DIRCO)

**T**he Department continued to discharge its mandate of co-ordinating and implementing the International Relations agenda of the country. The 2008 -2011 Strategic Plan provided a sound basis for the work of the Department as informed by the priorities of the International Relations Peace and Security Cluster.

In this regard, the Department continued to focus on key priority areas namely:

- Consolidation of the African Agenda;
- Strengthening of South – South Co-operation;
- Strengthening of North South Co-operation;
- Participate in the International System of Global Governance;
- Strengthening of Political and Economic Relations; and
- Organisational strengthening

The consolidation of the African Agenda for the development and emancipation of the African continent remains the principal focus of South Africa's foreign policy, and as such the Department continued to anchor its international work on the African Agenda. The Department co-ordinated South Africa's active participation in all African Union processes to promote integration, peace, and development.

In particular, South Africa participated in high level meetings of the AU including the Extraordinary Meeting of the AU Council of Ministers as well as the Committee of 12 Heads of States and Government on the Union Government. South Africa also hosted a Conference of Africa/AU Ministers of Industry in October 2008, which adopted the Declaration on the Accelerated Industrial Development of Africa.

South Africa continued to provide the necessary support as host of the Pan African Parliament (PAP) and also actively participated in the debate on the 5 year review of the PAP.

South Africa continued to support the work of NEPAD as a socio-economic programme of the African Union. An Interdepartmental Task Team on Regional Infrastructure was established as a follow up to the NEPAD workshop which was hosted in August 2008. South Africa concluded a host country agreement for the NEPAD Office in October 2008 which will positively contribute to the strengthening of the organisation.

South Africa also participated in high level meetings between the AU and its development partners to ensure that Africa's special developmental challenges as espoused by NEPAD, remained high on the African Agenda. These include the annual consultations with the G-8, engagement as well

as other strategic partnerships such as the Africa-India Partnership Summit, the Africa-Turkey Partnership Forum as well as Africa-South America Technical Experts meeting.

At the regional front, South Africa continued to work to strengthen the SADC politically as well as advancing the integration and development agenda of the region. Key processes in this regard include SA's assumption of the Chair of SADC in August 2008 which coincided with the launch of the SADC Free Trade Area.

During the reporting period, South Africa continued to strengthen bilateral relations with African Countries. Two diplomatic Missions were opened during the review period. This attests to the stated commitment of government to establish diplomatic relations with all African countries. South Africa also continued to provide post conflict reconstruction and development support to some African countries. This support was provided through the African Renaissance Fund and in some cases through trilateral partnerships with other development partners.

With regard to the priority of strengthening relations with the countries of the South, South Africa has continued to co-operate with countries of the South and in particular the emerging south economies. Both politically and economically, we continue to see consolidation and growth in South Africa's relations with countries of the South. The 10 year anniversary of bilateral relations with the People's Republic of China was commemorated through exchanges at different levels and in particular through people to people contact. We also actively participated in the India, Brazil, South Africa Dialogue Forum (IBSA), which has seen marked growth in co-operation amongst the three countries.

Engagements with the countries of the North also continued in earnest. South Africa participated in the annual consultations with the G-8 within the context of the Heilegendamm Dialogue Forum. Following the establishment of the SA-EU strategic partnership, high level engagements including the 2008 Summit in France, SA – EU Troika Ministerial Meetings as well as the SA-EU Joint co-operation Council Meeting were the highlights of the year under review. South Africa also continued to engage both the EU and the SADC partners on the unresolved issue of the SADC – EU Economic Partnership Agreement.

At the multilateral front, South Africa continued to advance the importance of multilateralism in addressing global challenges. During her second year as non-permanent member of the Security Council, South Africa continued to prioritise the promotion and safeguarding of multilateralism and the observance of international law. South Africa continued to participate in the broader debate of UN reform, including reform of the Bretton Woods Institutions (BWIs).

In support of the line function work of the Department, we rolled out a 3 year Human Resources Strategy during the year under review. Key to the strategy was to ensure organisational effectiveness that enables

the Department to deliver on its mandate. The Department has continued to implement the outcomes of the organisational culture survey. More activities were added to the Employee Wellness Programme as dictated by the needs of the workforce. The Department has made some progress in the area of recruitment and selection. Although some challenges remain, this exercise is now being approached in an integrated way that includes active talent management. The Branch Diplomatic Training, Research and Development (DTRD) continued with the training of career diplomats at different levels. The year under review also saw the launch of a Masters Programme in Diplomatic Studies.

Work has continued in building the New Head Office for the Department that will house all officials in one building. This structure would greatly contribute to the efficiency of the Department as all Business Units will be housed under one roof. Furthermore, the refurbishment of our Missions and Chanceries abroad to better project our country and people also continued to receive priority. We continued to improve communication and information technology to ensure that the Department stays abreast of innovation and exploits technological advances to improve both efficiency and effectiveness in our operations.

The Department continued to take steps to ensure that its financial management systems conform to the regulatory framework governing the public service and, in particular, the Public Finance Management Act (PFMA) requirements. The Department has again received an unqualified audit report. In this regard, my sincere thanks go to our Corporate Services and Internal Audit teams respectively. Once again, I place on record my profound gratitude to the Audit Committee for their stewardship, support, and the firm yet professional discharge of their oversight function and for continuing to be a source of inspiration to both myself and the Management of the Department.

As I thank Minister Dr Nkosazana Dlamini Zuma, former Deputy Minister Aziz Pahad, Deputy Minister Fatima Hajaig, and Deputy Minister Sue van der Merwe for their continuous tireless support and guidance in the execution of the Department's mandate during this period, I also take this opportunity to welcome Minister Maite Nkoana-Mashabane and Deputy Minister Ebrahim Ebrahim. To them we pledge our readiness to serve under their stewardship. We look forward to the further strengthening of the Department under their watch and wish them all that is well in what will be an exciting journey.. The Department further appreciates the exceptional support and guidance of the International Relations, Peace and Security Cluster, The Portfolio Committee on Foreign Affairs and the Select Committee on Economic and Foreign Affairs as well as the staff at Head Office and in our Missions abroad. I thank you for your contribution to the success of the Department.

Let us look back at our past performances and gain some lessons so as to ensure improved service delivery for the year ahead of us. It is only through intensifying our collective effort that we can continue to make a difference for the sake of positive developments in South Africa, the entire Africa and the wider world.



Minister Maite Nkoana-Mashabane

## Report of the Minister of the Department of International Relations and Cooperation (DIRCO)

**T**he period 2008 - 2009 has been of significant importance not only in the history of the Department but for South Africa as a whole. The period under review therefore has provided us with an opportunity to review the past 15 years as South Africa consolidated its democracy. This period has also been a challenging one for the international community as it grappled with the difficulties brought by the global financial and economic crisis compounded by rising oil and food prices.

South Africans took stock of the country's 15 years as a non-racial, non-sexist and democratic member of the global community. The country also acknowledged the contributions made by governmental and non-governmental institutions in the consolidation of its democracy.

Buoyed by the responsibility placed on South Africa by the international soccer community through the awarding of the 2010 FIFA Soccer World Cup, our preparations for hosting the international soccer community have been informed by the intention of placing Africa's best foot forward and ensuring that this world cup leaves an indelible positive mark on the global community.

Working together with the Southern African regional community and indeed with the entire African continent we will ensure that the benefits accruing from this world event benefit not only the people of our country but the people of our region and positively impacts on the political and economic integration of our continent.

### African Agenda

The consolidation of South Africa's democracy took place within the context of an African continent that continues to take great strides in extinguishing flames of conflict, strengthening institutions of democratic governance and effecting economic development.

We continue to contribute to the strengthening of the African Union and its structures by supporting the harmonisation and rationalisation of Regional Economic Communities as well as the regional integration progress. In this regard, South Africa ratified and popularised the AU Charter on Democracy, Elections and Governance. Furthermore, South Africa as Chair of the Southern African Development Community (SADC) convened the Tripartite Summit in October 2008 between COMESA, SADC and EAC. The Summit agreed to a Tripartite Roadmap regarding closer cooperation and infrastructure development.

As part of efforts towards the economic development and economic integration of the Southern African Development Community, South Africa successfully chaired and hosted the launch of the SADC Regional Free Trade Area (FTA) in August 2008. While not all SADC member states have yet joined, South Africa continues to lobby and assist non-signatories to join FTA.

We are engaged in these processes because SADC is the primary vehicle for South Africa's foreign policy to achieve regional development and integration. We are convinced that a successful SADC regional economic bloc will make a major impact on other regional economies in Africa.

Understanding that conflicts and wars are the enemies of sustained economic development and prosperity, South Africa continues to contribute towards peace, security and stability in Africa. In this regard, we facilitated and coordinated South Africa's contribution to Post Conflict Reconstruction and Development in countries emerging from conflict.

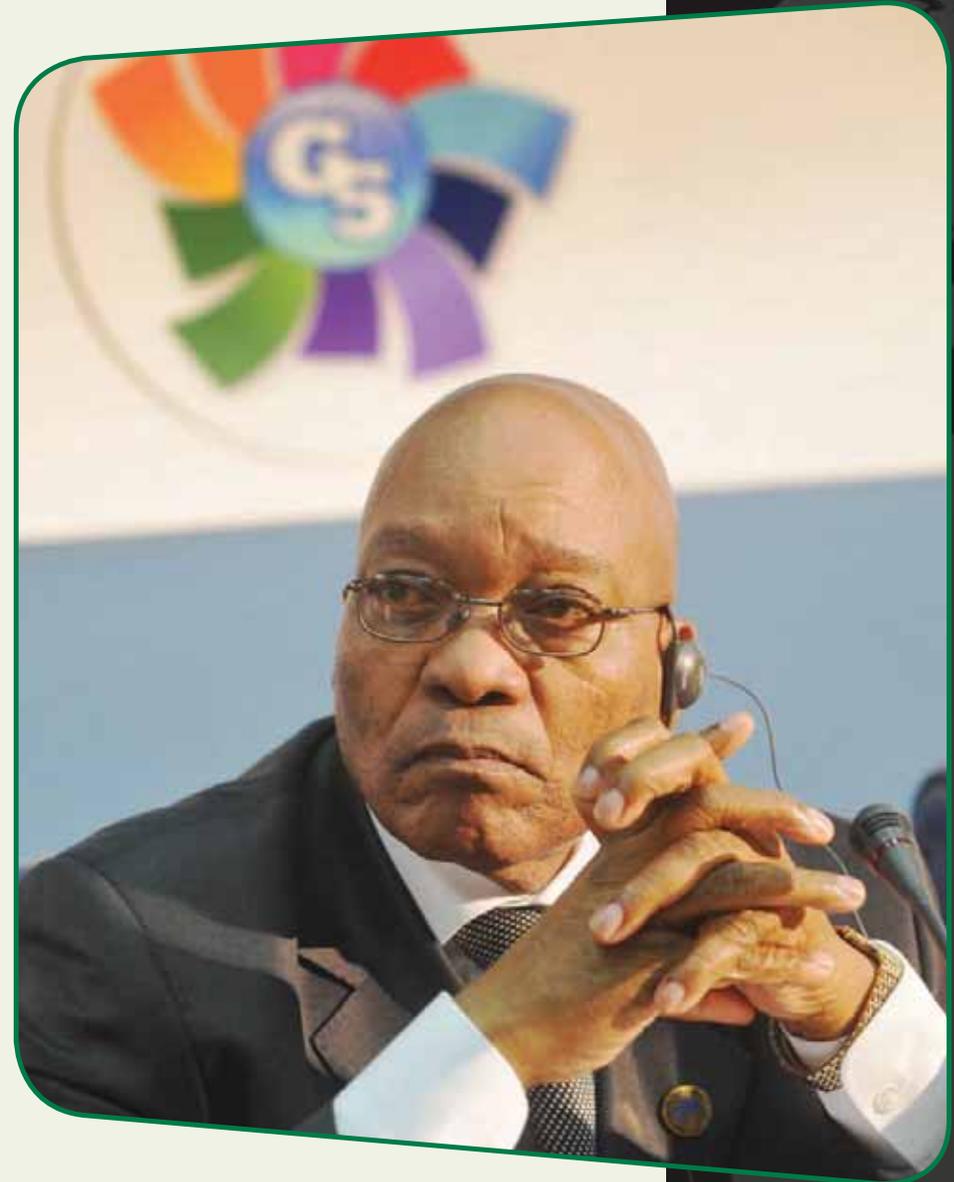
In the Democratic Republic of Congo (DRC) for instance, South Africa remains committed to a strategy for post conflict reconstruction and development that is aligned with that of the African Union and NEPAD and thus has its assistance based on three (3) key areas as decided by Cabinet which are: Security Sector Reform, Institutional capacity building and economic development.

### **South-south cooperation**

Through diligent participation in the India, Brazil, South Africa Dialogue Forum (IBSA) and its structures and processes, we have continued to strengthen bilateral, trilateral and multilateral interests in the IBSA Forum.

South Africa has also strengthened engagement with organisations of the South within the multilateral system. Towards this end, there was effective participation in the XV Non-Aligned Movement Ministerial Conference in Iran in September 2008 whose theme was "Solidarity for peace, justice and friendship".

Addressing the NAM Ministerial Conference, we urged the organisation to lead the fight against new forms of slavery especially human trafficking. Meeting as we did when the world was celebrating the 60th Anniversary of the Universal Declaration on Human Rights we further pointed out that NAM should use lessons from its rich history to increase South-South cooperation and the dialogue with the North. We further pointed out that attention should be on socio-economic issues whose continued neglect is clouding issues around political dialogue needed for addressing development, security and human rights.



President Jacob Zuma at the G5 meeting in Italy



Deputy Minister Ebrahim Ebrahim

African descent both in the continent of Africa as well as those in the Diaspora". We hope for continued good working relations with America at bilateral and multilateral levels towards a just and better world.

### Global system of governance

South Africa participated in the 63rd Session of the United Nations General Assembly which took place on 23 September to 1 October 2008 and whose theme was "The impact of the global food crisis on poverty and hunger in the world as well as the need to democratise the United Nations".

The issue of the reform of the United Nations (UN) and the democratisation of the UN Security Council remains a concern in addressing the global system of governance because that is important if the UN is to be an even better and effective tool for change for the betterment of humankind.

South Africa has always used the various fora of the UN to focus the world's attention on issues of global governance, the need for the international community to address the challenges of underdevelopment in many parts of the world as well as the issue of peace and stability. As a strong proponent of the multilateral system of global governance, South Africa believes that the UN is the vital cog in all these matters.

While in New York we participated in the High Level meeting on Africa's development needs. The meeting sought to review Africa's development needs and looked at the state of the implementation of various development commitments. The meeting also provided an opportunity for world leaders to come together and renew their commitments to Africa's development and focus on addressing the challenges. Present at the meeting were UN agencies, civil society organisations, inter-governmental organisations, the World Trade Organisation, regional development banks and the United Nations Conference on Trade and Development.

We also participated in the High Level Event on the Millennium Development Goals (MDGs) which was convened by the UN Secretary-General and the President of the UN General Assembly. This was a forum where world leaders reviewed progress and took stock of existing gaps in the global effort to achieve the MDGs by 2015. Deliberations took place around three central themes: Poverty and Hunger; Education and Health; and Environmental Sustainability. Issues of Gender Equality and the Global Partnership for Development were also addressed.

### North-south cooperation

Continued engagement with and participation in structures of the North has ensured a prioritisation of Africa on the agenda of the European Union, the G8, Commonwealth and other organisations of the North.

One of the significant developments during this period under review was the election of Barack Obama as the President of the United States of America. As the then President Kgalema Motlanthe pointed out in his congratulatory message, President Obama's election was a symbol of hope not only for Americans "as it is for millions of people particularly of

Deputy Minister Sue van der Merwe

The period under review also saw South Africa's term as an elected member of the UN Security Council coming to an end in December 2008. South Africa's membership of the Council was an historic milestone given that not so long ago South Africa itself was a conflict afflicted society that was subject to Security Council sanctions. South Africa's transition to a respected and increasingly influential member of the international community is one of Africa's success stories and South Africa was elected unopposed onto the Security Council by the UN membership.

Membership of and participation within the Security Council was influenced by South Africa's own national experience and desire to assist countries to emerge from conflict. In its Council interventions, South Africa sought to help create an enabling environment in which warring parties themselves achieved reconciliation through dialogue. It proceeded from the premise that multilateralism and respect for international law are the most appropriate means of achieving global political and economic stability and security. South Africa actively engaged all sides to better understand their views on the complex issues before the Council.

South Africa's central strategic objective was to help advance the African agenda, but it also actively engaged on all issues on the Security Council's agenda pursuant to the global mandate associated with Council membership. South Africa achieved leadership positions, for example as lead nation on Timor-Leste and head of a key Security Council mission to Africa. South Africa also influenced various Council outcomes.

The Security Council was a useful platform for intensifying the work South Africa had already undertaken in conflict resolution in Sudan, Côte d'Ivoire, Burundi, the DRC and elsewhere. One of the primary achievements was helping to revitalise the debate on the relationship between the UN and regional organisations and enhancing co-ordination between the UN and the African Union. South Africa also forged partnerships with Council and non-Council members from across the so-called North-South divide on important matters, such as Security Sector Reform, the non-proliferation of light weapons and gender mainstreaming.

In conclusion, I would like to thank Former Presidents Nelson Mandela, Thabo Mbeki and Kgalema Motlanthe for their outstanding leadership in guiding our active role in international relations. My thanks also go to Deputy President Baleka Mbete and former Deputy President Phumzile Mlambo-Ngcuka and the rest of the cabinet for their guidance and support. I also



would like to thank Deputy Minister Sue van der Merwe, Deputy Minister Fatima Hajaig and former Deputy Minister Aziz Pahad who have made an invaluable contribution to our work. I reiterate my gratitude to Minister Nkosazana Dlamini Zuma, who together with the late Minister Alfred Nzo helped lay the foundation on which we commit to build under the able leadership of President Jacob Zuma. Let me also send a special word of thanks to all the members of the Department of International Relations and Cooperation for their tireless and unwavering commitment to the ideals and principles underpinning our country's international engagements. Informed by the maxim of working together we can do more, let us continue to strive for a better South Africa in a better Africa and better world.



## international relations & cooperation

Department:  
International Relations and Cooperation  
**REPUBLIC OF SOUTH AFRICA**

### 1.3 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 foreign policy objectives
- Monitor international developments and advise government on foreign 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

### 1.4 Legislative Mandate of the Department

According to the South African Constitution the President is ultimately responsible for the foreign policy and international relations of South Africa. It is the prerogative of the President to appoint Heads of Mission, to receive foreign 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 foreign policy and with the daily conduct of South Africa's international relations. 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 foreign policy and international relations, the development of sector priorities and the implementation of international relations

programmes are the core focus of the clusters. In terms of this mandate, the Department participates in all five clusters and Co-chairs the International Cooperation, Trade and Security Cluster (ICTS).

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 foreign policy and relations.

The Department's overall mandate is to work for the realisation of South Africa's foreign 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 105 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa.

### **Defining South Africa's International Relations (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 foreign policy - which serve to define our national values and benchmark our foreign policy decision-making and strategies.

Our Presidents and International Relations Ministers have enunciated the principles underlying South Africa's foreign 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 foreign 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 foreign policy principles is a distillation from the aforesaid speeches, statements and documents on South Africa's foreign 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 co-operation in an interdependent (and globalised) world

In addition to the above principles the following tenets have been enunciated as guidelines to instruct our approach to foreign policy:

- Foreign policy is an integrated part of government policy, aimed at promoting security and the quality of life, of all South Africans
- A commitment that South Africa, as a member of the United Nations and as a responsible citizen of the world, will live up to its obligations in this regard and contribute to a peaceful world
- Commitment to the African Renaissance through the African Union and its programme for Africa's development, namely the New Partnership for Africa's Development.
- Commitment to economic development through regional integration and development in the Southern African Development Community and the Southern African Customs Union.
- Interact with African partners as equals
- Pursue friendly relations with all peoples and nations of the world
- Peace making and conflict prevention should receive priority consideration. Preventive diplomacy and proactive initiatives should be the approach, and monitoring mechanisms with African partners is essential
- Actively engage in efforts to secure international peace and security, promote disarmament, prevent genocide, restrict the proliferation of arms and secure a new world security compact through the United Nations (as the primary global security body), the Non-

Aligned Movement, the African Union, the Southern African Development Community, the Commonwealth and other multilateral fora.

- Promote multilateralism to secure a rules-based international system
- Promote the democratisation and reform of the United Nations system and the Bretton Woods Institutions (i.e. International Monetary Fund and World Bank).
- Promote a rules-based international trading regime through the World Trade Organisation.
- Combat racism, sexism, xenophobia and other related intolerances.
- Promote the Agenda of the South through South-South Co-operation and North-South Partnerships.

- Eradication of poverty through the attainment of the Millennium Development Goals by 2015, and through the implementation of the manifestos such as the WTO Doha Development Agenda, the Monterrey Finance for Development, World Conference Against Racism and the World Summit on Sustainable Development.
- Promote sustainable and people-centred development
- Support efforts to alleviate the plight of refugees and children in Africa, and elsewhere, and particularly support the work of the UNHCR
- Promote a positive image of South Africa.
- Safeguard South Africa's territorial integrity and sovereignty.

EWC wellness day held in Tulbagh Park building



## PART 2 HUMAN RESOURCES INPUTS TO THE ANNUAL REPORT

### 1. Background

In the last annual report, we indicated that the Human Resources Branch had developed a three year Human Resources Strategy, which placed people issues at the center of the International Relations Policy management. Key to the strategy is the manner in which Human Resources would be an enabler and facilitate to the achievement of International Relations Policy Objectives. The focus of HR as outlined in the Strategy, is to ensure that the Department has “People who make a difference for South Africa”, through effective, efficient and professional human resources processes. We are pleased to report that the strategy has been central in guiding the efforts and activities of the Branch. Below is a brief summary of the areas that the Human Resources Branch, focused on, in pursuance of South Africa’s International Relations Policy Objectives.

### 2. Effective Organisational Arrangements

At the heart of human resources work is the provision of an infrastructure that forms the backbone of any organization. This infrastructure ensures that the basic requirements regarding the employment and management of people are in place. For the Department, these basic requirements include an appropriate organizational structure; policies, systems and procedures for managing performance, labour relations, organizational development and employee wellness.

During the year under review we ensured that all these issues were addressed. Effort was focussed on reviewing a number of policies, notably the Performance Management and Development Policy. While the Department has been good in ensuring performance and insisting that the performance management system guides the implementation of the work, there was room for improvement with regard to refining the tools utilized for managing performance. Following a benchmarking exercise with other Foreign Ministries, Government Departments and the Private Sector, some improvements to the Performance Management



HR open day at Tulbagh Park

and Development Policy were introduced. Key to this improvement process has been our own experience and learning as an institution of implementing the system over a number of years.

With regard to Labour Relations, our end goal is to have an organization where the rights and responsibilities of employees and managers are respected, and where there is cooperative engagement on workplace issues. To that end, in this financial year we focused on facilitating a culture of discipline in the Department. We conducted training for managers in chairing and representing the Department in disciplinary hearings. Alongside that, we initiated education and information sessions for employees and managers on key labour relations processes. The sessions covered topics such as the legislative framework regulating employment; the code of conduct for the public service; managing sexual harassment; disciplinary and grievance procedures and how to handle employee incapacity arising from illness or incompetence.

The Department continues to work with the outcomes of the Culture and Climate Survey results. As indicated in the last annual report, we concluded the feedback process to Missions abroad and immediately started with interventions to address gaps highlighted in the survey. Branches and Missions identified specific issues on low scoring areas and developed action plans accordingly. At a Departmental level, a more involved process of developing a vision for a desired culture ensued. This included identifying critical projects that will assist the organization in achieving the desired culture. During the year, Branches started implementing their action plans. We now have a vision of the desired culture and five key projects to implement in making the culture real. In the next financial year, we will focus on intensifying the Departmental wide interventions, in particular the five projects, whilst still assisting Branches to continue addressing their specific challenges from an Organisational Development perspective.

Our Employee Wellness Programme continues to be one of the pillars of our service offering. In this financial year, the Employee Wellness Centre focused on creating awareness and access of EWC services to DIRCO employees stationed at OR Tambo and Cape Town International Airports as well as other Cape Town offices. Of specific interest was the need to understand the impact of serving in a Hardship Mission. Our belief is that the difficult conditions in these missions necessitate a tailor-made offering that takes into account their specific needs. A benchmark exercise was conducted with other foreign ministries. A specific programme will be implemented in the new financial year. Our HIV and AIDS Programme continue to grow, and within it, the Voluntary Counseling and Testing Campaign has increased the number of employees who came for testing by 200%.

The Department has intensified its efforts to increase the recruitment of women and people with disabilities. Nearly 58% of people who were recruited from outside the Department are women. During the period under review the department has strengthened its relationship with organizations representing people with disabilities by directly engaging such organizations as part of our recruitment campaigns.

### **3. Recruitment, Selection, Placement and Induction**

During the year under review, the Department identified critical vacant positions across the organization and embarked on a process to fill them. In total, 308 various positions were advertised resulting in 410 post filled. Finding suitable candidates with the right gender profile continues to be a challenge for the Department.

The Talent Planning and Support Unit assists the organization in attracting, developing and retaining talented employees through researching and designing leading edge systems and processes to ensure that the Department always has leadership capacity. There continues to be specific focus on our Employer Brand initiatives. This year, these efforts bore fruit in that the Department was ranked as the second most attractive employer of choice amongst Humanities Graduate Students in 23 Universities around the country. The Survey is conducted annually by Magnet Communication

in conjunction with The Sunday Times. In the same survey, the Department was ranked number one amongst employers in the Government and Public sector by the Humanities Graduates.

The Department's Cadet Programme continues to serve as a talent pipeline for positions in the Department. Targeting graduates enables us to groom Diplomats from an entry level and ensures that they are ready to be absorbed into Department where there are vacancies.

### **4. Career and Succession Management; Capacity Building and Retention**

The Talent Management Strategy of the Department concerns itself with ensuring that the Department has exceptional leadership talent with required skills for now and the future. One of the focal areas is ensuring that career management of individuals is clear and that employees are aware of possibilities and take the necessary steps to build their own capacity. During the year, the Career Management Framework was popularized. Of note was the successful "HR Open Day" which the Branch hosted. During the HR Open Day, the Career Website was launched, which has valuable information on career management in the Department and how employees develop and manage their careers. The Branch also developed a Career Landscape for Cadets. This outlines the career possibilities for cadets in the first 3years with the Department. Similarly, the organization is aware of and recognizes those individuals who give more and identifies them for talent pools.

Focus for the next year will be on popularizing the retention strategy, notwithstanding the fact that retention is an outcome of engaging talent appropriately and implementing some of the processes outlined above. We will also be focusing on implementing the Succession Management Framework.

### **Conclusion**

During the year under review, the Branch HR went a long way in implementing its agreed Business Plan. It was both challenging and stimulating. Managers played a crucial role in the implementation process, entrenching the partnership between Human Resources and Managers in the pursuance of Foreign Policy Objectives.

## Oversight Report

### 1. Service delivery

All departments are required to develop a Service Delivery Improvement (SDI) Plan. The following tables reflect the components of the SDI Plan as well as progress made in the implementation of the plan.

**Table 1.1 - Main services provided and standards**

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
Foreign Relations	Accredited Countries, International Organizations		Captured in Business Units' Business Plans	Outlined under Programme 2
Consular Services	South African citizens abroad, NGO's, International Organizations, Other Departments and Private Sector		Captured in Business Unit's Business Plans	Outlined under Programme 1
Protocol Services	Presidency, Provinces, Missions Accredited to South Africa		Captured in Business Unit's Business Plans	Outlined under Programme 3

**Table 1.2 - Consultation arrangements with customers**

Type of arrangement	Actual Customers	Potential Customers	Actual achievements
Binational Commissions Joint National Commissions Conferences Meetings Workshops Internet		Captured in Business Unit's Business Plans	Outlined under Programme 2 & 3

**Table 1.3 - Service delivery access strategy**

Access Strategy	Actual achievements
Media briefings Official Incoming and Outgoing Visits	Outlined under Programme 3

**Table 1.4 - Service information tool**

Types of information tool	Actual achievements
Print and electronic media Publications and video material dfa website	Outlined under Programme 3

**Table 1.5 - Complaints mechanism**

Complaints Mechanism	Actual achievements
Surveys Toll Free Numbers Service rate cards	Adopted National Anti Corruption Fraud Hotline implemented by the Office of the Public Service Commission

## 2. Expenditure

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 2.1) and by salary bands (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the department. (Staff additional to establishment is included in Prog 1 and the LRP's are included in Prog 2)

**TABLE 2.1 - Personnel cost by programme, 2008-2009**

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R'000)
Programme 1	1 666 115	197 922	5 774	7 832	12	204
Programme 2	2 656 959	1 424 219	1 420	4 908	54	407
Programme 3	148 114	61 260	3	1	41	235
<b>Total</b>	<b>4 471 188</b>	<b>1 683 401</b>	<b>7 197</b>	<b>12 741</b>	<b>38</b>	<b>356</b>

**TABLE 2.2 - Personnel cost**

Personnel Cost	Personnel Expenditure (R'000)	Personnel cost as a % of total expenditure	Average personnel cost per employee (R'000)
Total as per Financial System	1 683 401	38	356
<b>Total</b>	<b>1 683 401</b>	<b>38</b>	<b>356</b>

PERSAL could not provide the figures by salary band, hence the information is provided for the entire system.

The following table provide a summary per programme (Table 2.3), of expenditure incurred as a result of salaries, overtime, home owners allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

**TABLE 2.3 - Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2008-2009**

Programme	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
Programme 1	131 439	66.4	9 754	4.9	3 693	1.9	6 876	3.5
Programme 2	683 690	48.0	17 219	1.2	4 641	0.3	42 200	3.0
Programme 3	39 815	65.0	3 892	6.4	1 139	1.9	2 533	4.1
<b>Total</b>	<b>854 944</b>	<b>50.8</b>	<b>30 865</b>	<b>1.8</b>	<b>9 473</b>	<b>0.6</b>	<b>51 609</b>	<b>3.1</b>

### 3. Employment and Vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables:- programme (Table 3.1), salary band (Table 3.2) and critical occupations (Table 3.3). The Department have identified critical occupations that need to be monitored. Table 3.3 provides establishment and vacancy information for the key critical occupations of the department. The vacancy rate reflects the percentage of posts that are not filled.

**TABLE 3.1 - Employment and vacancies by programme, 31 March 2009**

Programme	Number of posts as at 31 March 09	Number of posts filled	Vacancy Rate %	Number of posts filled additional to the establishment
Programme 1	1035	856	17.3	0
Programme 2	1350	1122	16.9	0
Programme 3	336	261	22.3	0
Additional to Establishment	0	114	0	114
<b>Total</b>	<b>2721</b>	<b>2353</b>	<b>13.5</b>	<b>114</b>

**TABLE 3.2 - Employment and vacancies by salary bands, 31 March 2009**

Salary band	Number of posts as at 31 March 09	Number of posts filled	Vacancy Rate %	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	84	72	14.3	0
Skilled (Levels 3-5)	377	348	7.7	6
Highly skilled production (Levels 6-8)	725	658	9.2	84
Highly skilled supervision (Levels 9-12)	1255	1022	18.6	19
Senior management (Levels 13-16)	277	250	9.7	5
Political Office Bearers	3	3	0	0
<b>Total</b>	<b>2721</b>	<b>2353</b>	<b>13.5</b>	<b>114</b>

**TABLE 3.3 - Employment and vacancies by critical occupations as at 31 March 2009**

Critical occupations	Number of posts as at 31 March 09	Number of posts filled	Vacancy Rate %	Number of posts filled additional to the establishment
Heads of Missions	124	113	8.9	0
Diplomatic Corps	636	533	16.2	0
Senior Management	154	124	19.5	0
<b>Total</b>	<b>914</b>	<b>770</b>	<b>15.8</b>	<b>0</b>

#### 4. Job Evaluation

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation.

The following table (Table 4.1) summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

**TABLE 4.1 - Job Evaluation, 1 April 2008 to 31 March 2009**

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	84	0	0	0	0	0	0
Skilled (Levels 3-5)	377	4	1.1	4	100	0	0
Highly skilled production (Levels 6-8)	725	27	3.7	26	96.3	0	0
Highly skilled supervision (Levels 9-12)	1255	10	0.8	1	10	0	0
Senior Management Service Band A	207	3	1.4	0	0	0	0
Senior Management Service Band B	55	1	1.8	0	0	0	0
Senior Management Service Band C	14	1	7.1	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
<b>Total</b>	<b>2718</b>	<b>46</b>	<b>1.7</b>	<b>31</b>	<b>67.4</b>	<b>0</b>	<b>0</b>

The following table provides a summary of the number of employees whose salary positions were upgraded due to their posts being upgraded. The number of employees may differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

**TABLE 4.2 - Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2008 to 31 March 2009**

Beneficiaries	African	Indian	Coloured	White	Total
Female	8	0	1	1	10
Male	3	0	0	0	3
<b>Total</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>13</b>

The following table summarises the number of cases where remuneration levels exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

**TABLE 4.3 - Employees whose salary levels exceed the grade determined by job evaluation, 1 April 2008 to 31 March 2009 (in terms of PSR 1.V.C.3)**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation if any
N/A	None	N/A	N/A	N/A
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2008/ 09				0
<b>Percentage of total employment</b>				<b>0</b>

## 5. Employment Changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2).

**TABLE 5.1 - Annual turnover rates by salary band for the period 1 April 2008 to 31 March 2009**

Salary Band	Number of employees per band as on 1 April 2008	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate %
Lower skilled (Levels 1-2)	84	12	20	23.8
Skilled (Levels 3-5)	326	59	20	6.1
Highly skilled production(Levels 6-8)	576	149	38	6.6
Highly skilled supervision(Levels 9-12)	987	59	55	5.6
Senior Management Service	241	8	17	7.1
Political Office Bearers	3	1	1	33.3
<b>Total</b>	<b>2217</b>	<b>288</b>	<b>151</b>	<b>6.8</b>

**TABLE 5.2 - Annual turnover rates by critical occupation for the period 1 April 2008 to 31 March 2009**

Occupation	Number of employees per occupation as on 1 April 2008	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate %
Heads of Mission	113	10	10	8.8
Diplomatic Corps	512	0	8	1.6
Senior Management	121	8	16	13.2
<b>Total</b>	<b>746</b>	<b>18</b>	<b>34</b>	<b>4.6</b>

Table 5.3 identifies the major reasons why staff left the department.

**Table 5.3 - Identify the major reasons for staff members leaving the department**

Termination Type	Number	% of total
Death	11	7.3
Resignation	50	33.1
Expiry of contract	24	15.9
Dismissal - operational changes	0	0
Dismissal - misconduct	4	2.6
Dismissal - inefficiency	0	0
Discharged due to ill-health	1	0.7
Retirement (incl. Early and Medical Retire)	20	13.2
Transfers to other Public Service Departments	40	26.5
Voluntary Severance Package	1	0.7
<b>Total</b>	<b>151</b>	<b>100</b>
<b>Total number of employees who left as a % of the total employment (2353) as at 31 March 2009</b>		<b>6</b>

During the period under review, 151 employees left the Department due to various reasons as reflected in the table 5.3 above and the majority of these employees were from the highly skilled supervision category (i.e. Levels 9 - 12). However, the Department recruited 288 employees on various levels to provide the required human resources to fulfil the core business of Department International Relations and Cooperation.

**Table 5.4 - Promotions by critical occupation**

<b>Occupation:</b>	<b>Employees as at 1 April 2008</b>	<b>Promotions to another salary level</b>	<b>Salary level promotions as a % of employees by occupation</b>	<b>Progressions to another notch within a salary level</b>	<b>Notch progressions as a % of employees by occupation</b>
Heads of Mission	113	3	2.7	15	13.3
Diplomatic Corps	512	1	0.2	353	68.9
Senior Management	121	14	11.6	96	79.3
<b>Total</b>	<b>746</b>	<b>18</b>	<b>2.4</b>	<b>464</b>	<b>62.2</b>

**Table 5.5 - Promotions by salary band**

<b>Salary Band</b>	<b>Employees as at 1 April 2008</b>	<b>Promotions to another salary level</b>	<b>Salary bands promotions as a % of employees by salary level</b>	<b>Progressions to another notch within a salary level</b>	<b>Notch progressions as a % of employees by salary band</b>
Lower skilled (Levels 1-2)	84	0	0	52	61.9
Skilled (Levels 3-5)	326	0	0	215	66
Highly skilled production (Levels 6-8)	576	40	6.9	350	60.8
Highly skilled supervision (Levels 9-12)	987	65	6.6	616	62.4
Senior management (Levels 13-16)	241	18	7.5	111	46.1
Political Office Bearers	3	0	0	0	0
<b>Total</b>	<b>2217</b>	<b>123</b>	<b>5.5</b>	<b>1344</b>	<b>60.6</b>

## 6. Employment Equity

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

### 6.1 - Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2009

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Political Office Bearers	0	0	0	0	1	0	1	1	3
Legislators, senior officials and managers	390	35	48	205	300	23	36	196	1233
Professionals	6	0	0	2	2	1	1	1	13
Technicians and associate professionals	19	2	1	5	23	0	0	5	55
Clerks	210	13	6	24	423	33	17	91	817
Service and sales workers	46	5	0	4	33	2	1	0	91
Plant and machine operators and assemblers	23	1	0	0	0	0	0	0	24
Elementary Occupation	38	0	0	0	77	0	0	2	117
<b>Total</b>	<b>732</b>	<b>56</b>	<b>55</b>	<b>240</b>	<b>859</b>	<b>59</b>	<b>56</b>	<b>296</b>	<b>2353</b>
<b>Employees with disabilities</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>13</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>37</b>

### 6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2009

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Political Office Bearer	0	0	0	0	1	0	1	1	3
Top Management	7	0	3	0	3	0	0	0	13
Senior Management	98	9	13	38	57	5	2	15	237
Professionally qualified and experienced specialists and mid-management	118	18	17	144	90	7	17	110	521
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	363	23	22	55	456	39	34	167	1159
Semi-skilled and discretionary decision making	124	6	0	3	203	8	2	2	348
Unskilled and defined decision making	22	0	0	0	49	0	0	1	72
<b>Total</b>	<b>732</b>	<b>56</b>	<b>55</b>	<b>240</b>	<b>859</b>	<b>59</b>	<b>56</b>	<b>296</b>	<b>2353</b>

### 6.3 - Recruitment for the period 1 April 2008 to 31 March 2009

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Political Office Bearers	0	0	0	0	0	0	1	0	1
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	3	0	0	0	4	1	0	0	8
Professionally qualified and experienced specialists and mid-management	26	1	0	3	21	2	1	5	59
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	56	6	2	10	52	9	9	5	149
Semi-skilled and discretionary decision making	15	0	0	0	44	0	0	0	59
Unskilled and defined decision making	0	0	0	0	12	0	0	0	12
<b>Total</b>	<b>100</b>	<b>7</b>	<b>2</b>	<b>13</b>	<b>133</b>	<b>12</b>	<b>11</b>	<b>10</b>	<b>288</b>
<b>Employees with disabilities</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

### 6.4 - Promotions for the period 1 April 2008 to 31 March 2009

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	2	0	0	0	2
Senior Management	8	0	0	2	0	5	0	1	16
Professionally qualified and experienced specialists and mid-management	17	1	2	13	19	1	4	8	65
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	10	1	0	0	25	0	2	2	40
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>35</b>	<b>2</b>	<b>2</b>	<b>15</b>	<b>46</b>	<b>6</b>	<b>6</b>	<b>11</b>	<b>123</b>
<b>Employees with disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

### 6.5 - Terminations for the period 1 April 2008 to 31 March 2009

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Political Office Bearers	0	0	1	0	0	0	0	0	1
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	7	0	1	2	4	0	0	2	16
Professionally qualified and experienced specialists and mid-management	18	1	1	9	11	4	0	12	56
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	12	0	1	1	10	0	1	12	37
Semi-skilled and discretionary decision making	8	0	0	0	12	1	0	0	21
Unskilled and defined decision making	8	0	0	0	12	0	0	0	20
<b>Total</b>	<b>53</b>	<b>1</b>	<b>4</b>	<b>12</b>	<b>49</b>	<b>5</b>	<b>1</b>	<b>26</b>	<b>151</b>

### 6.6 - Skills development for the period 1 April 2008 to 31 March 2009

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	72	10	9	10	87	5	7	11	211
Professionals	9	5	5	2	17	5	11	7	61
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	85	15	11	12	242	8	0	0	373
Service and sales workers	13	0	0	0	51	0	0	0	64
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	17	0	0	0	37	0	0	0	54
<b>Total</b>	<b>196</b>	<b>30</b>	<b>25</b>	<b>24</b>	<b>434</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>763</b>

## 7. Performance Rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, and disability (Table 7.1), salary bands (table 7.2) and critical occupations (Table 7.3).

**TABLE 7.1 - Performance Rewards by race, gender, and disability, 1 April 2007 to 31 March 2008**

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per Beneficiary (R'000)
African					
Male	96	694	14	1 746	18
Female	107	755	14	1 717	16
Indian					
Male	17	58	29	456	27
Female	14	52	27	261	19
Coloured					
Male	13	52	25	233	18
Female	7	46	15	101	14
White					
Male	82	244	34	1 920	23
Female	94	313	30	1 742	19
<b>Total</b>	<b>430</b>	<b>2214</b>	<b>19</b>	<b>8 176</b>	<b>19</b>

**TABLE 7.2 - Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2007 to 31 March 2008**

Salary Bands	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of beneficiaries within salary band	Total Cost (R'000)	Average cost per Beneficiary (R'000)
Lower skilled (Levels 1-2)	10	84	12	35 986	3 599
Skilled (Levels 3-5)	38	326	12	199 296	5 245
Highly skilled production (Levels 6-8)	89	576	16	877 792	9 863
Highly skilled supervision (Levels 9-12)	246	987	25	5 224 753	21 239
<b>Total</b>	<b>383</b>	<b>1973</b>	<b>19</b>	<b>6 337 827</b>	<b>16 548</b>

**TABLE 7.3 - Performance Rewards by critical occupations, 1 April 2007 to 31 March 2008**

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees as at 31 March 06	% of beneficiaries within occupation	Total Cost (R'000)	Average cost per employee (R'000)
Heads of Mission	18	94	19	667	37
Diplomatic Corps	109	520	21	1 907	17
Senior Management	29	147	20	1 172	40
<b>Total</b>	<b>156</b>	<b>761</b>	<b>21</b>	<b>3 746</b>	<b>24</b>

**TABLE 7.4 - Performance related rewards (cash bonus), by salary band, for Senior Management Service**

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average cost per employee (R'000)	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees as at 31 March 08	% of beneficiaries within band			
Band A	28	174	16	930	33	0.06
Band B	13	57	23	628	48	0.04
Band C	6	9	67	280	47	0.02
Band D	0	1	0	0	0	0.00
<b>Total</b>	<b>47</b>	<b>241</b>	<b>20</b>	<b>1 838</b>	<b>39</b>	<b>0.11</b>

## 8. Foreign Workers

The tables below summarise the employment of foreign nationals in the department in terms of Branches. The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

**TABLE 8.1 - Foreign Workers, 1 April 2008 to 31 March 2009, per Branches**

BRANCHES	1 April 2007		31 March 2008		Change	
	Number	% of total	Number	% of total	Number	% change
Africa Bilateral	775	33	815	34	40	5
Africa Multilateral	92	4	104	4	12	13
Asia & Middle East	476	20	518	22	42	9
Americas and Caribbean	319	14	328	14	9	3
Europe	561	24	580	24	19	3
Multilateral	106	5	35	2	-71	-67
<b>Total</b>	<b>2329</b>	<b>100</b>	<b>2380</b>	<b>100</b>	<b>51</b>	<b>2</b>

**TABLE 8.2 - Foreign Worker, 31 March 2009 - Bonuses paid to Locally recruited personnel (LRP) employed in missions abroad**

BRANCHES	2007/2008		2008/2009	
	Expenditure (R'000)	% of total	Expenditure (R'000)	% of total
Africa Bilateral	1 142	16	4 285	10
Africa Multilateral	233	3	238	1
Asia & Middle East	1 308	18	19 009	46
Americas and Caribbean	1 978	28	4 367	10
Europe	2 100	30	12 271	29
Multilateral	356	5	1 604	4
<b>Total</b>	<b>7 117</b>	<b>100</b>	<b>41 774</b>	<b>100</b>

## 9. Leave utilisation for the period 1 January 2008 to 31 December 2008

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 9.1) and disability leave (Table 9.2). In both cases, the estimated cost of the leave is also provided.

**TABLE 9.1 - Sick leave, 1 January 2008 to 31 December 2008**

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	224	94	42	3	5	41
Skilled (Levels 3-5)	1492	86	232	16	6	373
Highly skilled production (Levels 6-8)	2917	78	409	28	7	1 348
Highly skilled supervision (Levels 9-12)	3972	76	648	45	6	3 648
Senior management (Levels 13-16)	723	83	116	8	6	1 621
<b>Total</b>	<b>9328</b>	<b>79.3</b>	<b>1447</b>	<b>100</b>	<b>6</b>	<b>7 031</b>

**TABLE 9.2 - Disability leave (temporary and permanent), 1 January 2008 to 31 December 2008**

Salary Band	Total days taken	% days with medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	2	100	1	1.8	2	1
Skilled (Levels 3-5)	254	100	8	14.2	32	57
Highly skilled production (Levels 6-8)	325	98.8	13	23.2	25	158
Highly skilled supervision (Levels 9-12)	769	100	29	51.8	27	858
Senior management (Levels 13-16)	67	100	5	9	13	151
<b>Total</b>	<b>1417</b>	<b>99.7</b>	<b>56</b>	<b>100</b>	<b>25</b>	<b>1225</b>

Table 9.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000, requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

**TABLE 9.3 - Annual Leave, 1 January 2008 to 31 December 2008**

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	1295	17
Skilled Levels 3-5)	5665	17
Highly skilled production (Levels 6-8)	11327	17
Highly skilled supervision(Levels 9-12)	22502	22
Senior management (Levels 13-16)	4881	20
<b>Total</b>	<b>45670</b>	<b>20</b>

**TABLE 9.4 - Capped leave, 1 January 2008 to 31 December 2008**

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2008
Lower skilled (Levels 1-2)	3	2	44
Skilled Levels 3-5)	72	7	56
Highly skilled production (Levels 6-8)	366	8	46
Highly skilled supervision(Levels 9-12)	921	8	58
Senior management (Levels 13-16)	200	8	83
<b>Total</b>	<b>1562</b>	<b>8</b>	<b>58</b>

**TABLE 9.5 - Leave payouts for the leave period 1 January 2008 to 31 December 2008**

The following table summarises payments made to employees as a result of leave that was not taken.

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee (R'000)
Leave pay out for 2007/08 due to non-utilisation of leave for the previous cycle	964	91	11
Capped leave pay outs on termination of service for 2007/08	1 768	175	10
Current leave pay out on termination of service for 2007/08	290	38	8
<b>Total</b>	<b>3 022</b>	<b>304</b>	<b>10</b>

## 10. HIV/AIDS & Health Promotion Programmes

**TABLE 10.1 - Steps taken to reduce the risk of occupational exposure**

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
None	<ul style="list-style-type: none"> <li>- Education and Awareness</li> <li>- Condom distribution</li> </ul>

**TABLE 10.2 - Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)**

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to provisions contained in Part V1 E of Chapter 1 of the Public Service Regulations, 2001? If so provide his \ her name and position	X		Ms Given Mashigo Director: Employee Wellbeing
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and wellbeing of your employees: If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose	X		Employee Wellbeing Centre (Directorate) Seven (7) staff members Annual Budget R3 781 101 m
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements / services of this Programme	X		HIV/AIDS Programme Employee Assistance Programme Disability Management Health Promotion Programme
4. Has the department established (a) committee(s) as contemplated in Part V 1 E. 5(e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder (s) that they represent	X		<p><b>Wellness Committee:</b> Ms R Marks (Gender Desk) Mr D Du Buisson (PSA) Mr S Maseko (Sports &amp; Recreation) Ms X Kratshi-Xotyeni (Stockholm Mission) Ambassador Lehoko (SMS)</p> <p><b>Peer-Educators:</b> Mr T Sandi Ms S Chauke Ms N Tsembeyi Ms E Daisy Ms P Seoposengwe</p>
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies \ practices so reviewed	X		HIV/AIDS Policy Employee Health and Wellness Policy

6. Has the department introduced measures to protect HIV- positive employees or those perceived to be HIV- positive from discrimination? If so, list the key elements of these measures	X	Integrated HIV/AIDS module into the Supervisory training. Conducted HIV/AIDS management workshop in all Branches during the World aids Day. Conducted HIV/AIDS training for learners Ongoing electronic articles on HIV/AIDS and Stigma eradication
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved	X	Annual Voluntary Counselling and Testing in 2008 uptake increased by over 200% (from 61 employees in 2007/08 to 264 in 2008/09 financial year)
8. Has the department developed measures \ indicators to monitor and evaluate the impact of its health promotion programme? If so, list these measures \ indicators	X	Impact Evaluation forms Condoms consumption Business Plan monitoring and review process Attendance of awareness and educational sessions

## 11. Labour Relations

The following collective agreements were entered into with trade unions within the department.

**TABLE 11.1 - Collective agreements, 1 April 2008 to 31 March 2009**

Subject Matter	Date
ICT Migration	27/11/2008

**TABLE 11.2 - Disciplinary action for the period 1 April 2008 to 31 March 2009**

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
	16	1	0	2	6	0	0	2	27

**TABLE 11.3 - Misconduct and disciplinary hearings finalised, 1 April 2008 to 31 March 2009**

<b>Outcomes of disciplinary hearings</b>	<b>Number</b>	<b>% of total</b>
Written warning	1	5
Final written warning	3	14
Not Guilty/Acquittals/Reinstatements	5	24
Demotion	0	0
Suspension without Pay	1	5
Dismissal	7	33
Case withdrawn	1	5
Resigned / Retired	2	9
Tour of Duty Terminated/Grounded at Head Office for 2 years	1	5
<b>Total</b>	<b>21</b>	<b>100</b>

**TABLE 11.4 - Types of misconduct addressed at disciplinary hearings**

<b>Type of misconduct</b>	<b>Number</b>	<b>% of total</b>
Gross Negligence/ Negligence	0	0
Insubordination	3	11
Assault/Fighting	3	11
Absenteeism	6	23
Abuse of State Property	0	0
Sleeping on Duty / Alcohol abuse	0	0
Unbecoming conduct / Bringing the Department into Disrepute	2	7
Theft/Forgery/Misrepresentation	5	19
Failure to follow procedures	3	11
Abuse of Diplomatic Privileges	0	0
Dereliction of Duty	2	7
Abscondment	3	11
<b>TOTAL</b>	<b>27</b>	<b>100</b>

**TABLE 11.5 - Grievances lodged for the period 1 April 2008 to 31 March 2009**

	<b>Number</b>	<b>% of Total</b>
Number of grievances resolved	20	71
Number of grievances not resolved	8	29
<b>Total number of grievances lodged</b>	<b>28</b>	<b>100</b>

**TABLE 11.6 - Disputes lodged with Councils for the period 1 April 2008 to 31 March 2009**

	<b>Number</b>	<b>% of Total</b>
Number of disputes upheld	1	11
Number of disputes dismissed	3	33
Number of disputes pending	5	56
Number of disputes settled	0	0
<b>Total number of disputes lodged</b>	<b>9</b>	<b>100</b>

**TABLE 11.7 - Strike actions for the period 1 April 2008 to 31 March 2009**

Strike Actions		
Total number of person working days lost		51
Total cost (R'000) of working days lost		11 450.05
Amount (R'000) recovered as a result of no work no pay		9 369.47

**TABLE 11.8 - Precautionary suspensions for the period 1 April 2008 to 31 March 2009**

<b>Precautionary Suspensions</b>		
Number of people suspended		2
Number of people whose suspension exceeded 30 days		2
Average number of days suspended		54
Cost (R'000) of suspensions		47 751.24

## 12. Skills development

This section highlights the efforts of the department with regard to skills development.

### 12.1 Training needs identified 1 April 2008 to 31 March 2009

Occupational Categories	Gender	Number of employees as at 1 April 2008	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	555	0	91	19	110
	Male	678	0	80	21	101
Professionals	Female	5	0	30	10	40
	Male	8	0	12	9	21
Technicians and associate professionals	Female	28	0	0	0	0
	Male	27	0	0	0	0
Clerks	Female	564	23	182	45	250
	Male	253	12	98	13	123
Service and sales workers	Female	36	0	40	11	51
	Male	55	0	11	2	13
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	24	0	0	0	0
Elementary occupations	Female	79	0	37	0	37
	Male	38	0	17	0	17
Gender Sub Totals	Female	1267	23	380	85	488
	Male	1083	12	218	45	275
<b>Total</b>		<b>2350</b>	<b>35</b>	<b>598</b>	<b>130</b>	<b>763</b>

## 12.2 Training provided 1 April 2008 to 31 March 2009

Occupational Categories	Gender	Number of employees as at 1 April 2008	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	555	0	91	19	110
	Male	678	0	80	21	101
Professionals	Female	5	0	30	10	40
	Male	8	0	12	9	21
Technicians and associate professionals	Female	28	0	0	0	0
	Male	27	0	0	0	0
Clerks	Female	564	23	182	45	250
	Male	253	12	98	13	123
Service and sales workers	Female	36	0	40	11	51
	Male	55	0	11	2	13
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	24	0	0	0	0
Elementary occupations	Female	79	0	37	0	37
	Male	38	0	17	0	17
Gender Sub Totals	Female	1267	23	380	85	488
	Male	1083	12	218	45	275
<b>Total</b>		<b>2350</b>	<b>35</b>	<b>598</b>	<b>130</b>	<b>763</b>

### 13. Injury on duty

The following tables provide basic information on injury on duty.

**TABLE 13.1 - Injury on duty, 1 April 2008 to 31 March 2009**

<b>Nature of injury on duty</b>	<b>Number</b>	<b>% of total</b>
Required basic medical attention only	9	100%
Temporary Total Disablement	0	0%
Permanent Disablement	0	0%
Fatal	0	0%
<b>Total</b>	<b>9</b>	<b>100%</b>

## PART 3 PROGRAMME PERFORMANCE

	2008/2009	2009/2010	2010/2011
MTEF allocations	R5,569,787	R5,337,029	R5,436,001
Actual Expenditure	Current payments R3,351,480	Transfers R1,077,608	Capital payments R1,043,200
		Total R5,472,288	
Statutory amounts	-	-	-
Responsible minister	Minister of International Relations and Cooperation: Ms Maite Nkoana-Mashabane		
Administering department	Department of International Relations and Cooperation		
Accounting officer	Director-General of International Relations and Cooperation: Dr A Ntsaluba		

### Aim of the vote

The Department of International Relations and Cooperation (DIRCO) is responsible for the formulation, co-ordination, implementation and management of South Africa's foreign policy and international relations programmes throughout the world.

### Programme purpose and measurable objectives

#### Programme 1: Administration

Purpose: Conduct the overall policy development and management of the Department.

#### Programme 2: International Relations and Cooperation

Purpose: Promote relations with foreign countries, and participate in international organisations and institutions, in pursuit of South Africa's national values and foreign policy objectives.

Measurable objective: To promote South Africa's foreign policy internationally and within multilateral institutions, through effective diplomatic interventions to strengthen foreign relations.

#### Programme 3: Public Diplomacy and Protocol

Purpose: Promote an understanding, both domestically and internationally, of South Africa's role and position in international relations, and provide protocol services.

Measurable objective: To project a positive image of South Africa by marketing the Department's programmes and providing protocol services.

#### Programme 4: International Transfers

Purpose: Provide for the payment of membership fees to international organisations, transfer payments.

Measurable objective: To contribute to multilateral development co-operation.

### STRATEGIC OVERVIEW AND KEY DEVELOPMENTS: 2002/03 - 2008/09

The Department of International Relations and Cooperation (DIRCO) continued to implement its strategic priorities as informed by the foreign policy objectives of the South African Government, and outlined in the Programme of the International Relations, Peace and Security Cluster. The broad priorities of the International Relations, Peace and Security Cluster are:

- Consolidating the African Agenda
- South-South Co-operation
- North-South Dialogue
- Global Governance and
- Strengthening Bilateral Relations.

## Programme 1: Administration

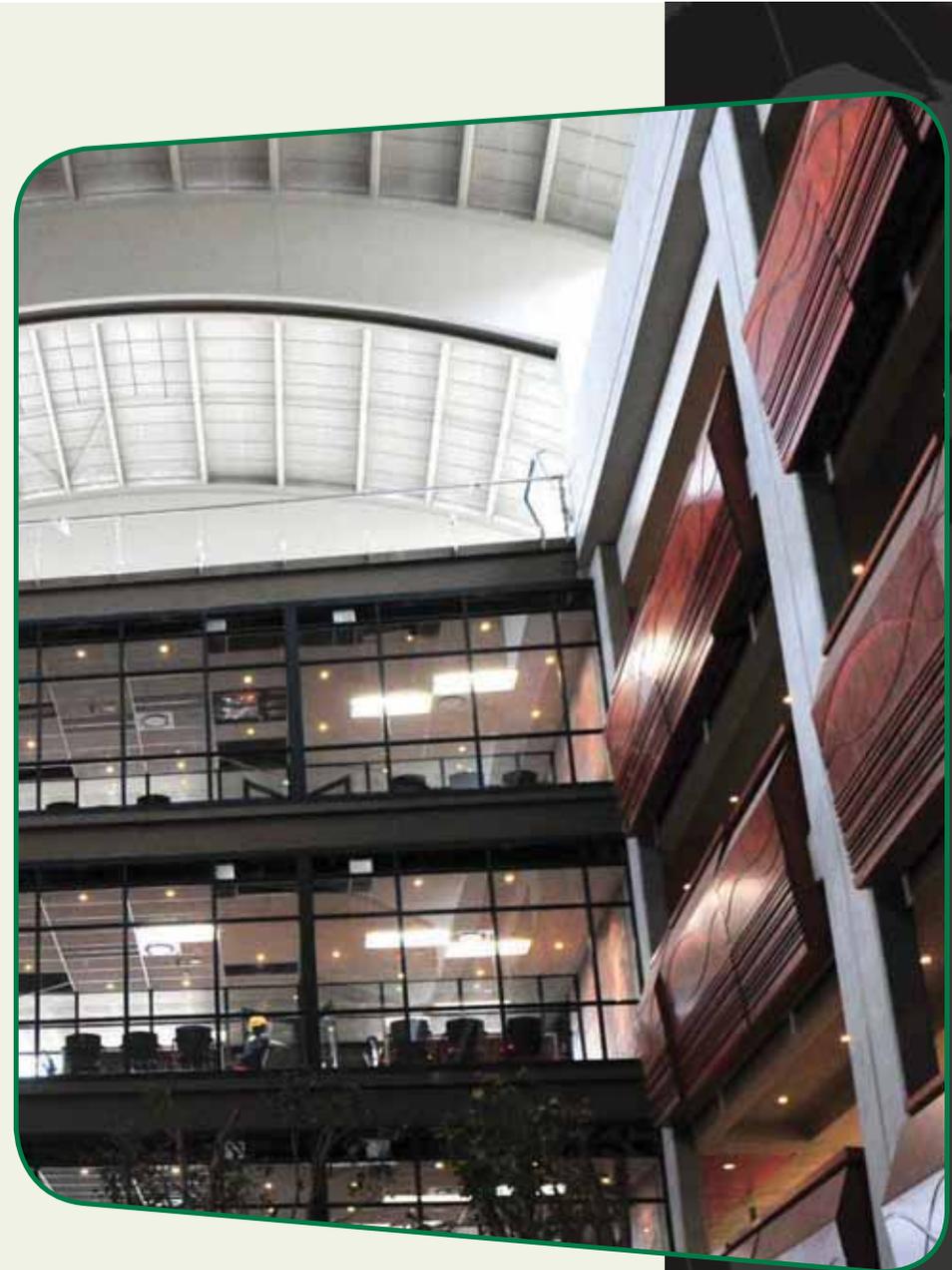
**AIM:** The programme conducts the overall policy development and management of the Department. It provides for policy formulation by the Minister, the Deputy Ministers, the Director-General, and other members of the Department's management. Other functions include organising the Department; rendering streamlined and co-ordinated administrative office support and parliamentary services; managing Departmental personnel and finances; determining working methods and procedures; exercising internal control; and providing the internal audit function. The programme also includes providing consular and agency services in Pretoria and abroad, and the purchasing of vehicles for the Department. The provision of secure, economical, representative housing and office accommodation for all staff members abroad (including partner Departments) and maintenance thereof is also accommodated within this programme.

Corporate Services identified the following seven strategic objectives for providing excellent support services to the Department:

1. Enhance the corporate governance model.
2. Acquire a new head office building in Pretoria.
3. Modernise the Department's Information Communication Technology and ensure its optimum use.
4. Provide cost-effective infrastructure accommodation to support the Department's work.
5. Provide consular services to South African citizens abroad.
6. Implement financial system reforms in line with the PFMA.
7. Intensify compliance with MISS and security policy requirements.
8. Efficient Management of Supply Chain requirements

### MANAGEMENT OF THE DEPARTMENT'S PROPERTY PORTFOLIO

The property portfolio managed by the Department is divided into two (2) areas of focus, namely the international portfolio and the local portfolio. During the 2008/9 financial year the Department acquired land in New Delhi for the development of a new Chancery and Official Residence and entered into a long term lease for land in Dakar, all in line with the property acquisition strategy. The construction of a new Chancery and staff housing in Addis Ababa was completed and our mission staff relocated and commenced with operations from the new premises. Construction projects in Abuja and Maseru progressed well and will be completed in 2010/11. Renovations of state owned properties in Windhoek, Canberra, Brussels and Lilongwe were initiated and completed and several other renovation projects are ongoing.



The interior of the new Head Office building in Pretoria

### **Public Private Partnerships (PPP's)**

The Department concluded a 25 year concession agreement with the Imbumba-Aganang Consortium for the design, construction, maintenance and management of new Head Office accommodation in accordance with Government's Public Private Partnership procurement model. Construction of the new facilities progressed well and relocation is anticipated to take place during the first half of 2009/10.

### **Lease payments**

During the year under review, the Department acquired 30 BMW vehicles for Heads of Mission in accordance with an agreement with BMW Germany. This agreement expires in December 2009 and it is anticipated that a further 23 vehicles will be purchased in 2009/10. As at the end of 2008/9, a total of 81 Ambassadors, High Commissioners, Consul Generals and Ministers with Head of Mission privileges received official vehicles under this scheme.

## **CONSULAR SERVICES**

The Department continued to implement measures to respond to matters relating to South African citizens who travel, work, study and live abroad who may require consular assistance. A further important facet was the innovation measures undertaken to support consular services as a core departmental function.

### **Development of the Consular Management System**

The development of the Consular Management System' (CMS) that will standardise and simplify the rendering of consular services by the Department was completed. The first phase of the Consular Management System was introduced at our missions on 29 July 2008.

### **Registration of South African Citizen's Abroad (ROSA)**

On 13 May 2008, in his budget statement, former Deputy Minister Aziz Pahad announced the launch of ROSA. This on-line software allows citizens travelling abroad to register their travel which allows the Department locate citizens during consular emergencies. ROSA has been endorsed and supported by the Association of South African Travel Agents (ASATA). In this regard, the Department has begun a phased approach to promoting and marketing ROSA.

### **Consular Support rendered to South African Citizens Abroad**

The Department assisted with numerous interventions to assist distressed and destitute South Africans whose own access to recourse had become limited or non-existent.

Interventions included assistance to South Africans involved (deceased) in aircraft crashes with the

concomitant support to their next-of-kin, including support to citizens caught up in the Mumbai bombings during the latter half of 2008, together with the South African Police Service Disaster Victim Identification Unit assistance was rendered after the plane crash in Uganda which claimed one South African life.

### **Legalisation Services**

The DIRCO continued with the legalising documents, through the verification of signatures, for utilisation abroad. During the 2008/09 financial year 27 596 documents were legalised which signifies an increase of 27.694% on the previous financial year.

## **INFORMATION COMMUNICATION TECHNOLOGY**

The department continued with its rollout of the master system plan (MSP). The MSP highlighted the recommendations that warranted the establishment of several projects mentioned hereunder. Significant progress has been made with regard to the implementation of prioritised projects namely: UKUSA (Voice Over Internet Protocol {VOIP} and Windows 2003), Business Process Management and Business Intelligence.

In the ICT Plan for 2008/9, the implementation of the prioritised projects continued.

### **(a) UKUSA (Voice Over Internet Protocol (VOIP) & Windows 2003)**

This project is designed to provide an integrated, effective and efficient communication infrastructure connecting all missions and the Head Office. The system will furthermore ensure collaboration and improved service delivery within the entire department, integrating the telephone, e-mail and other applications which will take advantage of the benefits of unified messaging and related reduced costs.

The project is being implemented in partnership with the Department of Home Affairs.

As at the close of the financial year the project was complete with all telecommunications links and equipment being installed at all missions that were in scope. The project will be closed during the first half of the next financial year and focus will be on the stabilisation of the infrastructure.

### **(b) Data Warehousing / Business Intelligence (BI)**

The aim of the 1st iteration of this project is to provide Human Resources and Finance with an executive business analysis and reporting tool.

During the year under review, the 1st iteration of the project has been completed and is now stable. The Locally Recruited Personnel unit within HR has been fully utilising the system and

have already defined the required enhancements on the system. The Finance unit has also started utilising the system

### **(c) Business Process Management**

The aim of the project is the automation of the business processes, providing optimised workflow with built in business rules for Consular Services and Diplomatic Immunities and Privileges (DIAP).

For Consular Services, all process have been completed and tested. The Consular Management System (CMS) has been piloted in Washington and London, and included all the missions in those regions. Training on CMS for all relevant officials at the missions was successfully conducted.

The DIAP system is in progress with 12 of the 18 processes in production. The project is in progress and will be completed in 2009/10 Financial Year.

## **FINANCIAL MANAGEMENT**

### **Annual financial statements**

The department prepared and submitted the annual financial statement as per National Treasury guideline for the financial year 2007/08. These were audited and an unqualified audit opinion with no matters of emphasis was received. During the financial year under review the department developed and implemented a plan to address the audit observations that were raised by the Auditor General.

### **Expenditure Management**

During the year under review the department continued with the deployment of the financial system for the missions. The department deployed the system to 23 missions in the Europe and South American missions and the system is fully utilised in these missions. The plan is to deploy all the remaining missions in the new financial year. The mission financial system will also address some of the concerns that were raised by the auditor general such as utilisation of the daily exchange rate to account for the expenditure incurred at South African Missions abroad.

The department implemented preventive measures in the processing of expenditure at Head Office to minimise exposure to fraud. One of the key procedures was to ensure that all procurement is done via our Supply Chain Management Unit. Some of the functionalities for payment of invoices were moved from Supply Chain Management environment to Financial Management for a clear segregation of duties.

### **Strategic Allocation of Resources**

The budget process of the department continued to be an inclusive process and inputs aligned to the strategic priorities of the department were received, consolidated and submitted to National Treasury as per the guidelines. The Accounting Officer together with the Chief Financial Officer held budget allocation meetings within the department and allocated the available funds as per the business plans of the various branches/business units. The key emphasis was to link the budget with the strategic plan of the department.

In terms of budget monitoring for both missions abroad and Head Office, the department has been reporting the expenditure versus the budget on a monthly basis at management meetings. Further, the Accounting Officer has complied with providing monthly expenditure reports to National Treasury. The mid-term budget reviews with all missions and Head Office continued as a mechanism of ensuring that the departmental business units operate within their allocated budgets. This mechanism also ensured that sound financial management principles were adhered to and that spending was according to the PFMA requirements.

The department continued to manage its cash flow in compliance with PFMA and National Treasury requirements. The transferring of funds to missions has been done through the South African Reserve Bank (SARB) and the department continued to use the appointed commercial banks where the SARB could not provide the necessary service.

### **Receivables and Payables**

The department continued to render agency services for other partner departments stationed abroad and also for some of the delegations travelling abroad. These services included, amongst others, the payments of expenditure on behalf of other departments as well as the revenue collection for the Department of Home Affairs (DHA).

The department engaged the other departments who have residency at the South African missions abroad to sign a memorandum of understanding (MoU). The MoUs will be implemented in the new financial year wherein advance payments will be received on a quarterly basis for all the obligatory expenditures such as the rentals for officials' accommodation, foreign services allowances, payments for locally recruited labour and education related expenses.

During the year under review, the department continued with its efforts in managing the partner departments' accounts. A 79% recovery on the opening balance for 2008/09 was realised.

Revenue collected abroad on behalf of DHA, is normally in the foreign currency of the specific country, as per the financial regulatory framework of the various countries. For accounting

purposes the revenue must be converted into the rand using the average spot rate applicable in that month. Whilst every attempt is made by our missions to convert local currencies to one of the major currencies for the purpose of bringing these monies back to South Africa, this is not always possible because of the exchange rate controls, the relative non-changeable nature of certain currencies as well as the prohibitive regulatory framework of other countries.

The department is in the process of engaging with both National Treasury and DHA in order to determine the most economic and effective way of handling the revenue at the missions abroad in the context of the challenges mentioned above.

## **SUPPLY CHAIN MANAGEMENT**

### **Development of Policies and improvement of business processes**

In pursuit of improving corporate governance the Department continued to focus on the further development, review and implementation of Supply Chain Management policies and procedures, including those related to asset management.

The National Treasury's Broad Asset Management Framework and the Public Finance Management Act (PFMA) require that each Department develop appropriate Asset Management Policies as well as Procedures that will provide a framework for the implementation of the Asset Management function. During the reporting period the Department developed an Asset Management Policy which provides guidelines for the implementation of its asset management within the Department. The Asset Management Procedures are in the final stages of being finalised.

A need for further improvement of business processes within logistics management was identified. Procurement practitioners were grouped into teams that serve specific branches

in order to improve turnaround times in the processing of orders and payments to service providers.

Specific focus was also devoted towards streamlining the Departmental travel management system to ensure greater cost efficiencies in the management of the process whilst ensuring convenient travel for the Departmental officials to support them in executing their functions. Corporate agreements were concluded with two major airline companies.

### **Valuation of assets**

In the previous financial year the Department developed a strategy for the valuation of all its assets over a three year period. Because of cost considerations the Department had to review its strategy and adopt a more cost effective approach that will result in all Departmental assets being valued within the 2008 /2009 financial year.

Assets that will be fairly valued include high-value assets such as Land and Buildings, Paintings, Antiques, Sculptures, Oriental Carpets and all other works arts. Because of the complexity of the valuation process, and in order to enhance the accuracy thereof, professional valuers have been appointed for these asset classes. An alternative cost effective approach has been adopted for other assets classes such as furniture and equipment.

### **Disposal of Assets at Head Office in Pretoria**

The Departmental Head Office is in a process of relocating to new premises. The impending relocation will result in assets that are being utilised at the current Head Office building becoming redundant. The Department has developed a strategy that will address the disposal of these assets, which involves transfer of assets to other government departments and needy organisations as well as disposal of the remaining assets through public auction.

## PROGRAMME 2

### 1. CONSOLIDATION OF THE AFRICAN AGENDA MULTILATERAL ENGAGEMENTS

#### Africa Unity and Integration

The consolidation of the African Agenda remains the principal focus of South Africa's foreign policy. In this regard, South Africa continued its engagements in the African Union (AU) processes during the reporting period, to promote African Unity and integration.

It is against this backdrop that South Africa has continued to contribute towards the rationalization and harmonisation of Regional Economic Communities (RECs) deemed to be the building blocks of the continental integration process through economic and political integration, leading to the eventual establishment of the Union Government of sovereign States.

South Africa actively participated in the Extraordinary meeting of the AU Council of Ministers as well as the Committee of 12 Heads of State and Government meeting on the Union Government. Both were respectively held in Arusha, Tanzania on 5-7 and 22-23 May 2008. Furthermore, South Africa participated in the 11th and 12th Ordinary Sessions of the Assembly held in Sharm El Sheikh and Addis Ababa in July 2008 and February 2009 respectively. The latter Summit resolved to transform the AU Commission into the AU Authority.

The Executive Council endorsed the Strategy for the implementation of the Plan of Action for the Accelerated Industrial Development of Africa as well as the Declaration adopted by the Conference of AU/African Ministers of Industry held in Durban, South Africa on 28 October 2008. It also underscored the importance of availing the necessary financial resources for the operationalisation of the Action Plan for the Accelerated Industrial Development of Africa.

South Africa, as host country to the Pan-African Parliament (PAP), provided the required technical and logistical support to the Parliament during its 9th and 10th sessions held in May and November 2008 respectively.

South Africa participated in the African Union Council of Ministers in January 2009 during which discussions were held with regard to the progress made by PAP since its establishment five years ago. Particular emphasis was placed on PAP's readiness to progress from an advisory body to a legislative institution. South Africa will continue to engage with the members of PAP directly or through South Africa's Parliamentary representatives in PAP to ensure that these discussions are completed.



Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma and Chairperson of the African Union Commission Professor Alpha Konare during the 10th Extraordinary Session of the Executive Council held at Zimbali Lodge, Durban



Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma and SADC Executive Chair Dr Augusto Salomao at a SADC meeting

As part of its support to the operationalisation of the AU structures, South Africa remains committed to contribute towards the operationalisation of the African Court of Justice and the African Court on Human and People's Rights. The merger instruments for the two institutions were not released during the period under review and South Africa will consider the signing and ratification of these Instruments once released.

South Africa also participated in high level meetings between the AU and its development partners, these being the Africa-India Partnership Summit, the Africa-Turkey Partnership Forum as well as Africa-South America Technical Experts meeting.

South Africa continued to promote and support the operationalisation of the AU Financial Institutions by among other things, attendance of meetings of Experts Group on Operationalisation. These Financial Institutions and the modalities are yet to be finalised. To this end, the Department is co-operating with National Treasury towards ensuring a common approach in the gradual establishment of these institutions.

The 9th Congress of the Pan African Women's Organisation (PAWO) was hosted by South Africa in February 2008. At the moment the Department is engaged with all relevant stakeholders in exploring the possible hosting of PAWO's Headquarters in South Africa.

During the reporting period and in preparation for the second African Diaspora Summit, South Africa co-ordinated, hosted and participated in the African Diaspora's Regional Consultative Conferences as well as the Technical Workshop to finalise the key Summit outcomes, the latter being the Draft Declaration, the Programme of Action and its Implementation Mechanism.

#### **Promote the Implementation of the New Partnership for Africa's Development (NEPAD)**

South Africa continued to support NEPAD as a programme of the AU that provides a framework for a continent-wide holistic socio-economic renewal. The overarching objectives of NEPAD are self-reliance, sub-regional and continental economic integration, economic growth and sustainable development.

An Intergovernmental Task Team on Regional Infrastructure which is one of the NEPAD priority sectors was established in December 2008 following the NEPAD Implementation Conference hosted by South Africa in August 2008. The following are other NEPAD priority sectors: agriculture, health, environment, tourism, ICT, human resources, and science and technology.

During the reporting period the Department undertook to integrate the 2008 African Ministerial Conference of the Environment (AMCEN) outcomes into the Action Plan of the NEPAD Environmental Initiative and as such contributed and assisted the Department of Environmental Affairs and Tourism (DEAT) in hosting the 12th session of AMCEN.

With regard to NEPAD Global Partnerships, South Africa actively pursued the promotion of the African Agenda in various multilateral fora which included the G8-Africa dialogue, the EU-Africa dialogue, the Tokyo International Conference on African Development (TICAD), the UN system, the Forum for China-Africa Cooperation (FOCAC). A key challenge has been to aggressively negotiate for the concretisation of political commitments into bankable NEPAD priority projects on the continent.

South Africa concluded a host country agreement for the NEPAD Office in October 2008 through which the country will intensify the promotion of the centrality of NEPAD as Africa's socio-economic development programme and increase national, bilateral, regional and international awareness.

#### **The African Peer Review Mechanisms (APRM)**

With regard to the operationalisation of the African Peer Review Mechanisms (APRM) and the implementation of the Addis Ababa Africa Peer Review Forum decisions, South Africa participated in the APRM Summits held in Egypt in July 2008, in Benin in October 2008 and in Addis Ababa in January 2009.

A host country agreement for the APRM Office to be hosted in South Africa was concluded in October 2008. Steps are underway in terms of the implementation of this agreement.

The Department supported South Africa's Focal Point during the period under review in preparing and presenting the country's first implementation report and advised other APRM member states on the preparation of their Country Review Reports.

#### **Promote Regional Integration and Development**

South Africa assumed the Chairship of SADC during a Summit held in South Africa in August 2008 during which the SADC Free Trade Area (FTA) was launched to enhance the integration agenda of the region. South Africa's strategy of chairing the SADC rests on three pillars, namely: restoring and strengthening the political unity and cohesion within SADC; deepening regional economic integration; and intensifying regional infrastructure development. South Africa has

participated in SADC Troika meetings as incoming Chair as well as the Chair, hosted the SADC Council of Ministers and SADC Summit.

South Africa participated in the first COMESA/EAC/SADC Tripartite Summit, held on 22 October 2008 in Kampala, Uganda, as the chair of SADC. The Summit provided a platform for the three Regional Economic Communities (REC) to discuss and take decisions on areas that enhance integration among themselves and the possible formation of a pan-regional Free Trade Area (FTA). South Africa has agreed to develop the Tripartite Roadmap regarding the closer cooperation and infrastructure development as part of the Summit outcomes.

The beginning of the restructuring of SADC took place during the reporting period and has impacted on the review process of the Regional Indicative Strategic Development Plan (RISDP). In this regard the review of RISDP will commence once the restructuring of SADC is completed. South Africa continues to work towards the full implementation of the RISDP.

The International Consultative Conference on Poverty and Development of the SADC was held in Mauritius during the period under review and South Africa participated in drafting the SADC Declaration on Poverty Eradication and Sustainable Development.

During the reporting period, South Africa continued to participate in the SADC-EU Economic Partnership Agreements (EPAs) negotiations and has maintained that it will consider joining the partnership once unresolved issues such as market access have been satisfactorily resolved.

#### **PEACE MISSIONS**

South Africa has continued to participate in the AU/UN peace missions on the continent and this work is coordinated by the National Office for the Coordination of Peace Missions (NOCPM) in the Department. South Africa played an important role during the reporting period in peace missions in the DRC (MONUC), the Sudan (UNAMID) and Burundi (ONUB).

During its tenure as Non-Permanent member of the United Nations Security Council (UNSC), South Africa played an important role in the establishment of the UN/AU panel entrusted to consider how best to support peacekeeping in Africa, considering that Africa faces challenges with regard to funding of peace operations. South Africa continued to engage the European Union governments to support efforts for peace, stability and security in Africa.

South Africa commissioned a research institution to prepare a paper on the "best practices and lessons learnt during South Africa's participation in peace missions". This research is



Minister of Defence Charles Nqakula greeting SA soldiers at the AU base in Burundi

expected to feed into the process of revising the White Paper on South Africa's participation in international peace missions.

With regard to South Africa's involvement in Burundi, the Department has begun consultations with Cabinet regarding the country's future engagements in the Burundi Peace Process. The peace making process in Burundi has been successfully completed, the Facilitation Office was closed and members of the South African National Defence Force (SANDF) commenced with preparations to return to South Africa.

### **POST-CONFLICT RECONSTRUCTION AND DEVELOPMENT (PCRD)**

South Africa continued to contribute towards Post-Conflict Reconstruction and Development in Africa, in particular in the Democratic Republic of Congo (DRC), Sudan and the Burundi.

During the period under review, South Africa continued to coordinate peace processes including funding under the African Renaissance Fund (ARF) for Burundi and the DRC, chaired the AU PCRD Committee for Sudan and facilitated trilateral co-operation projects with Germany in Sudan. Offers of trilateral PCRD cooperation projects in Burundi are being considered.

### **MANAGEMENT OF SOUTH AFRICA'S INTERNATIONAL DEVELOPMENT ASSISTANCE**

The Department continued with the management of the African Renaissance Funds (ARF) and during the reporting period chaired five ARF Advisory Committee meetings during which the following nine projects were recommended for funding: The Burundi Peace Process, Timbuktu manuscripts project, SADC observer missions, capacity building in Uganda, Zimbabwe agricultural project, Lesotho road upgrading and the Lesotho Metolong Dam project. Assistance was therefore provided to other government departments responsible for the implementation of these nine ARF projects in Africa with a financial value of R475 million.

With regard to the required establishment of the International Development Assistance Unit, the Department contributed to the draft framework proposal for South Africa's development assistance which was presented to the Cabinet by the National Treasury. Cabinet has further requested the Department to re-draft a framework for South Africa's development assistance and this process is currently underway.

## 2. STRENGTHEN SOUTH-SOUTH CO-OPERATION

### IBSA

In May 2008, South Africa successfully hosted the 5th IBSA Ministerial Trilateral Commission in Somerset West. In addition, the first Joint IBSA Naval Exercises successfully took place in South African waters in May 2008 on the margins of the 5th Ministerial Meeting. Prior to as well as subsequent to the Ministerial, the various IBSA Sectoral (Intergovernmental) Working Groups met to advance the IBSA trilateral cooperation programmes.

In October 2008, South Africa successfully participated at the 3rd IBSA Summit that took place in New Delhi, India. As part of civil society interaction at the 3rd Summit, representatives of academic institutions, business, women and editors met. Trilateral culinary and cultural festivals coincided with the Summit. The 2nd Colloquium of the Deans of IBSA Diplomatic Academies took place in September 2008 in India.

Apart from further strengthening trilateral cooperation at the 3rd Summit through the signing of an additional seven Agreements, Memoranda of Understanding or Action Plans, IBSA countries renewed their commitment to collective efforts to reform the United Nations Security Council (UNSC), as well as the international financial architecture and to take joint steps to mitigate the effects of the global financial crisis. The three countries have also agreed to redouble their efforts to promote transport inter-connectivity through the adoption of cooperative maritime and aviation frameworks that will assist in facilitating the new intra-IBSA trade target of US\$ 25 billion by 2015. A review of the operations of the IBSA Poverty and Hunger Alleviation Fund has been completed and new project guidelines have been adopted in an effort to fast-track the implementation of proposed projects. Approved projects include the second phases of projects in Haiti and Guinea-Bissau, as well as new projects in Cape Verde, Palestine, Lao People's Republic and Burundi.

The next Summit is scheduled to take place in Brazil on 8 October 2009, preceded by Focal Point meetings and a Ministerial Trilateral Commission Meeting on 17 July 2009.

### IOR-ARC

After years of a decline of interest, a positive mood has begun to emerge at all IOR-ARC meetings. The 8TH Council of Ministers that took place from 29 April to 4 May 2008 in Iran, approved a recommendation by the Committee of Senior Officials that the Working Group of Heads of Missions (WGHM), merited continuity as it was a useful tool for the Association



Former President Kgalema Motlanthe with Brazilian President Luiz Inácio Lula da Silva and Prime Minister Manmohan Singh during the 3rd IBSA Summit, New Delhi, India



Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma with Indian Vice Admiral Jagjit Singh Bedi and Brazilian Vice Admiral Joao Alfonso Maia de Faria during the IBSA naval exercise

as was demonstrated by the Sun City Outcome Document of the Extra-Ordinary Meeting held at Sun City in January 2008. The implementation of the Sun City Outcome document is starting to achieve results. A small number of projects are currently being focused on with a good chance of success. Firstly, South Africa participated at a meeting in Oman to discuss the establishment of a Maritime Transport Council. During these discussions, South Africa succeeded in including a representative from the African Maritime Charter in the proposed Maritime Council with the status of an observer. A Senior Officials' meeting is scheduled to take place in June 2009, in South Africa. Secondly, the establishment of the Fisheries Support Unit (FSU) has attracted nine of the 18 member countries during the meeting in Oman to discuss the implementation of the FSU. Yemen takes over as the new IOR-ARC Chair in mid 2009 and India as the Vice-Chair.

### NAASP

The 1st NAASP Summit was initially scheduled to be held in South Africa during February 2009. Due to a lack of funds, it is now foreseen that this will only take place in the second half of 2010. To keep the momentum, Indonesia offered to host a NAASP Senior Officials' meeting in mid-2009. At the Co-Chairs meeting in March 2009 in Tshwane, a decision was taken to revitalise the involvement of regional organisations in Asia and Africa with the NAASP.

The Conference on Capacity Building for Palestine (a joint initiative by the Co-Chairs Indonesia and South Africa), took place in July 2008 in Indonesia. At this Conference, South Africa pledged to contribute to Capacity Building in Palestine by providing diplomatic training for Palestinian Diplomats, providing medical training, as well as a course in Constitutional Law.

The NAASP Matrix of projects was revised at the Bali Co-Chairs meeting in 2008. It was also decided that 16 Champion countries, eight from each continent would be approached to anchor the projects.

### FOCAC

With regard to the Consolidation of the African Agenda, a Senior Official's meeting of the Forum on China-Africa Cooperation (FOCAC) took place in Cairo in October 2008 where the implementation of several development projects in Africa was agreed upon. In March 2009 the PRC pledged US\$ 5 billion through the China-Africa Foundation to alleviate poverty on the African Continent.

### Active engagement in the NAM and G77 and China

South Africa's foreign policy seeks to promote South-South cooperation, with a special focus on the development needs of Africa in particular and the South in general. To achieve this, South Africa continued to contribute towards the advancement of the development agenda of the South through active participation in groupings of the South, such as the Non-Aligned Movement and Group of 77 and China. Of major importance in these debates, was the focus on the consolidation of the African Agenda, the attainment of the UN Millennium Development Goals, advocacy for the reform of the United Nations and its organs and the promotion and protection of human rights.

The Department continued to promote the development and strengthening of co-operation among developing countries through the exchange of technical, financial and institutional knowledge and expertise for the solution of development challenges.

South Africa participated at Ministerial level in various NAM and G77 and China meetings, amongst others, in New York on the margins of the 63rd session of the UN General Assembly, the XV NAM Ministerial Conference (Mid-term review), NAM Second Ministerial Meeting on the Advancement of Women and the 7th Conference of NAM Information Ministers. South African delegations also participated in various other multilateral meetings that contributed towards the development of positions of the South on key development-related issues.

### Engagement with Middle-Income Countries

South Africa attended the Third International Conference on Development Cooperation with Middle-Income Countries (MICs) held in Windhoek, Namibia, from 4 to 6 August 2008. The Conference was convened as an effort to provide authorisation to MICs to pursue their development agenda further in the United Nations through introducing a resolution for adoption by the 63rd United Nations General Assembly.

### Effective participation in the United Nations Conference on Trade and Development (UNCTAD)

The Department convened regular meetings of the Expanded UN Working Group, as part of the process of co-ordinating South Africa's preparations for participation in the UNCTAD XII Conference which was scheduled to be held in Accra, Ghana from 20 to 25 April 2008.



Minister of Finance Trevor Manuel at the Doha Review Conference



Former President Thabo Mbeki with Japan's Prime Minister Yasuo Fukuda during a TICAD meeting

UNCTAD XII was held in Accra, Ghana, from 20 to 25 April 2008 under the overall theme “Addressing the opportunities and challenges of globalization for development”. The South African delegation was led by Trade and Industry Deputy Minister Rob Davies. South Africa's position was informed by the preliminary work done by the Expanded UN Working Group in Pretoria, which was chaired by the Department, which co-ordinated the inter-departmental preparations for the conference. Throughout its participation, the South African delegation supported UNCTAD's mandate of addressing the key global economic needs particularly of developing countries, given the growing importance of regional and interregional initiatives.

After protracted and difficult negotiations, agreement was eventually reached in the Committee of the Whole on the UNCTAD XII outcome text, known as the Accra Accord. In the final analysis, UNCTAD XII reaffirmed the vital role UNCTAD continues to play within the multilateral arena, particularly in providing analytical support to developing countries on key issues of development in a globalizing world economy. Its role as a forum for consensus and confidence building and for technical cooperation was also firmly endorsed.

#### Follow-up of the implementation of international agreed development goals

South Africa participated in the Follow-up International Conference to Review the Implementation of the Monterrey Consensus held in Doha, Qatar, from 29 November to 2 December 2009. The Conference sought to identify ways of improving the international mechanism of Financing for Development. It culminated in the adoption of the Doha Declaration on Financing for Development, which builds on the shared responsibilities of developed and developing countries for mobilising resources for development, which includes a specific reference to the development needs of Africa, and calls for the convening in 2009 of a United Nations High Level Conference on the world economic and financial crisis and its impact on development.

### 3. STRENGTHENING NORTH-SOUTH COOPERATION

#### Engagement with the European Union (EU)

##### African, Caribbean and Pacific (ACP)-EU, Africa-EU and SADC-EU

Significant progress has been made within the ACP programmes in the Education, Migration and Finance sectors in the year under review including the ACP legislative programme. During the reporting year, the department has worked tirelessly in rendering value added support and insight to SA Members of Parliament on the bilateral and the multilateral engagement fora that are with and include the EU. Such support with regards to the multilateral relationship included the successful facilitation of a workshop of ACP research institutions to solicit insight and contributing to the resolutions and report of a paper titled “Challenges to the Democratic Accommodation of Ethnic, Cultural and Religious Diversities in ACP and EU Countries” which was the responsibility of an SA MP representing the ACP within the Political Committee of the ACP-EU Joint Parliamentary Assembly. The Assembly adopted the inputs submitted out of the outcome of the ACP research institutes’ outcome in April 2009, Czech Republic.

South Africa’s presence and participation in SADC-EC EPA negotiations has allowed the country to advance within Southern Africa and within the ACP in general, the outlook that is premised on the primacy of fostering regional economic integration within the Southern Africa. Though marked progress has been made in the negotiations, pertinent matters to SA’s interests still need to be arrived at before the committing to the EPA agreement.

A programme of engaging South African civil society on the multilateral relationship with the EU was initiated in the period under review with the objective of establishing and enhancing the relationship with non-state actors and fostering engagement on policy decisions. Such an initiative advanced the priority of ensuring that when in discussions with the EU, considerations and interests of civil society are tabled.

#### Strengthen relations with the G8 to advance the African Agenda

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. During the 2008 G8 Hokkaido Summit held in Japan, South Africa prioritised the implementation of past G8 commitments to Africa whilst pressing for adequate and effective responses to address challenges of food and energy security in Africa; presented a proactive



President Jacob Zuma with Mexican President Felipe Calder at the G5 meeting in Italy

position on climate change which required an ambitious long term goal with equitable burden sharing, mid-term targets for developed countries; and sought a balanced agenda for the Heiligendamm Dialogue Process that reflected the development concerns of South Africa, Africa and the rest of the developing world.

### **Engagement with the Commonwealth**

South Africa continued to participate in meetings of the Commonwealth's Board of Governors and Executive Committee. At these meetings, South Africa remained a leading advocate for the African Agenda and development-related issues. The Department also facilitated the participation of several South African Cabinet Ministers in relevant Commonwealth ministerial meetings as well as the Commonwealth Foreign Ministers meeting on the margins of the 63rd session of UNGA.

### **Engagement with the Organisation for Economic Cooperation (OECD)**

South Africa heightened 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 participated in the Organisation for Economic Cooperation and Development-Development Assistance Committee's (OECD-DAC) 3rd High Level Forum on Aid Effectiveness held in Accra, Ghana from 2 – 4 September 2008. The Forum adopted the Accra Agenda for Action which provides impetus for the acceleration of the implementation of the Paris Declaration on Aid Effectiveness. South Africa ensured that the principles of national ownership and mutual accountability were upheld. South Africa also contributed towards the inclusion of recognition of the importance of South-South Cooperation and the lessons that could be gained from it.

### **TICAD IV**

Former President TM Mbeki supported by the Minister of Foreign Affairs Dr N Dlamini Zuma and the Minister of Tourism Mr M van Schalkwyk participated in the fourth Tokyo International Conference on African Development Summit in Yokohama during May 2008. Three documents were negotiated and adopted by the Summit. The Yokohama Plan of Action outlined measures for support of development in Africa to be implemented through the TICAD process during the next five years; the Yokohama Declaration confirmed the continuing political commitment of Japan and other partners (African states, UN and other international and regional organizations, the private sector, civil society and eminent individuals) to African development; and the TICAD Follow-up Mechanism provided, for the first time, a mechanism by which to monitor implementation and assess the impact of support provided by Japan in terms of the TICAD process. The Declaration also noted the Japanese Government's commitment to present the outcome of TICAD IV to the G8 Hokkaido (Tokyo) Summit (7-9 July 2008).

In Gaborone during March 2009 a delegation led by the Deputy Minister of Foreign Affairs Ms Sue van der Merwe and the Deputy Minister of Trade and Industries Dr Rob Davies participated in the Africa – Japan Ministerial Review Conference on implementation of the Yokohama Plan of Action. In the Gaborone Declaration the Government of Japan committed to henceforth co-ordinate more closely with the African Union and the Regional Economic Commissions (RECs), to ensure that the assistance provided by Japan in support of African development supports the programmes and projects prioritized by the AU/NEPAD and the RECs themselves, in order to create the basis for sustainable socio-economic development in Africa and the sub-regions. The Gaborone Declaration also noted the Japanese Government's commitment to present to the London G20 Summit in April 2009 the message of Gaborone on the impact of the current global financial and economic crises on African economies, and the joint appeal by the African Governments and Japan for appropriate action from the G20 partners for relief from crisis as it affects Africa. The Declaration also noted Japan's recommitment to provide substantially more development assistance to Africa over the next four years despite the impact of the current global financial and economic crises.

## 4. PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE

### Maximise the effectiveness of the UN presence in South Africa

The Government and the United Nations Evaluation Group (UNEG) undertook a joint evaluation of the impact of the presence of the UN in South Africa. This is the first time that an evaluation was conducted at the country level on a system-wide basis. 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" was used as the conceptual framework for the evaluation. The joint evaluation was concluded in December 2008 and the findings will be submitted to the Government and the United Nations in early 2009.

### Engagement with the Group of Twenty (G-20)

In the wake of the Global Financial and Economic crises, the G-20 for the first time ever met at Summit-level to discuss the "Financial Markets and the World Economy" in Washington, the USA, in November 2008. President Motlanthe, Minister T Manuel and senior officials participated in the Summit, which culminated in the adoption of a Declaration and Action Plan outlining immediate and medium-term actions needed to address the impact of the crisis and reform the financial systems and institutions.

South Africa, as the only African country in the G-20, at the Summit raised issues of concern to Africa with other G-20 leaders. President Motlanthe 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 IMF and World Bank. South Africa also stressed that the crises pose significant dangers to development, which are particularly acute in low income countries, especially in Africa. South Africa called for additional resources to be made available in order to prevent liquidity constraints from turning into crises of solvency, including by complementing the resources of the IMF and Multilateral Development Banks.

### Participation as a non-permanent member of the UNSC

During her second year as non-permanent member of the Security Council, South Africa continued to prioritise the promotion and safeguarding of multilateralism and the observance of international law. South Africa also continued her active participation in a full range of thematic and country specific issues, including the work of the subsidiary bodies of the Security Council, which are designed to enable the Council to explore some issues in greater depth, to monitor/facilitate implementation of some of its decisions and to oversee the implementation of sanctions.



Minister of International Relations and Cooperation Maite Nkoana-Mashabane addressing the United Nations Conference on the World Financial and Economic Crisis and Its Impact on Development



Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma with Department's officials at the United Nations, New York

During the reporting period, South Africa paid particular focus to African issues that were on the agenda of the Security Council in line with its foreign policy objectives to support conflict resolution, reconciliation, reconstruction and development activities on the African continent. South Africa directly and positively influenced a number of Council resolutions and presidential statements on these issues.

One of the key highlights of South Africa's membership of the Council was its contribution to the revitalisation of the debate on the relationship between the UN and regional organisations in terms of Chapter VIII of the UN Charter, as well as efforts to enhance the co-ordination of positions between the UN and the African Union (AU). In this regard, South Africa utilised its last year in the Security Council to preside in April 2008, over a joint meeting of the UN Security Council and the AU Peace and Security Council in New York. 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 how the relationship between the two institutions could be strengthened. The report of the panel was adopted by the Security Council in March 2009. Following the adoption of the report, the Secretary-General has instituted a committee to unpack these recommendations in consultations with the AU Commission.

In view of the fact that the changed realities since the establishment of the Security Council have highlighted the need for a comprehensive reform of the body, South Africa continued to support calls for the reform of the Security Council. In this regard, South Africa is actively engaged in the inter-governmental negotiations that have begun in March 2009 on Security Council reform

#### **Disarmament, Non-Proliferation and Arms Control**

In the area of nuclear disarmament and non-proliferation, South Africa participated in meetings of the International Atomic Energy Agency (IAEA), including the annual General Conference of the IAEA, the IAEA Board of Governors meetings and various technical meetings. The most important issues considered by the IAEA Board included the implementation of Nuclear Non-Proliferation Treaty (NPT) safeguards in the Islamic Republic of Iran and in the Democratic People's Republic of Korea (DPRK). Other important activities included proposals related to the multilateralism of the nuclear fuel cycle and the IAEA's technical co-operation programme.

South African nuclear experts participated in various IAEA technical and expert meetings that hold potential benefits not only for the nuclear industry in South Africa, but also for accelerated economic growth on the African continent in the context of NEPAD.

As previous Chair and member of the Nuclear Suppliers Group (NSG) Troika, South Africa participated in a number of outreach activities with non-NSG Partners in an effort to promote wider adherence to the NSG Guidelines on Nuclear Transfers.

South Africa was one of the 94 states that signed the Convention on Cluster Munitions in Oslo, Norway in December 2008. At the same time, South Africa has continued to participate in the Group of Governmental Experts deliberations of High Contracting Parties to the Certain Conventional Weapons Convention (CCW) on the cluster munitions, as well as in the Meeting of High Contracting Parties to the CCW and in Meetings of States Parties to the Anti-Personnel Mine Ban Treaty, the Chemical Weapons Convention and the Bacteriological (Biological) and Toxins Weapons Convention.

### **Reform of the UN system in order to strengthen multilateralism**

South Africa continued to participate in the broader debate of UN reform, including reform of the Bretton Woods Institutions (BWIs). SA continues to regard UN Secretariat and Management reform as an important area to strengthen multilateralism and therefore fully participated in debates on the subject, including the General Assembly thematic debate on management reform.

As a further commitment to the strengthening of multilateralism, South Africa ensured that assessments for membership of international organisations and other assessed obligations were met promptly and in full.

### **Adherence to and Promotion of International Law**

The importance of International law as a mechanism for enhancing a rule-based international order, especially in view of the greater uncertainties in international politics, remains as important as before. The past two decades saw a radical transformation of international politics resulting in fundamental changes in the international legal order. Thus the contribution to the formulation of international law and the enhancement of respect for its provisions remains a key principle underlying the strategic foreign policy objectives of the Government. In Africa, the continent's multilateral systems have been developed and overhauled based on the principles of international law. International law will continue to play a role in support of the Africa Agenda and to enhance Africa's own initiatives in developing architecture to ensure peace, security and stability on the continent and to address the challenges of under-development, poverty alleviation, democratisation and good governance. In this regard the establishment and integration of the African Court on Human and People's Rights and the African Court of Justice and the strengthening AU structures through international law will be important.

Through the negotiation of various agreements in the area of strengthening South-South and North-South Co-operation, 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. The promotion of international law will continue through participating in 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 United Nations, the Asian African Legal Consultative Committee and in the newly established African Commission on International Law. Legal advice on matters dealt within the United Nations will be provided. The advancement of international law in ongoing issues and topical areas such as, sustainable development issues, law of the sea, international environmental law, human rights law, international space law, international humanitarian issues, terrorism, international criminal law, disarmament and non-proliferation, economic relations and the peaceful settlement of disputes will also continue.

Legal advice in respect of South African law concerning all departmental issues has been and will continue to be provided in support of the Department.

With Cabinet's endorsement of the Department as the official Treaty Custodian of South Africa, the maintenance and administration of a complete and up to date record of the Treaty collection of the Republic of South Africa remains a priority and the Department will continue to render an information service specialising in international law.

### **Promotion of SA candidacies for election to international organisations**

The Department served as a focal point for the diplomatic corps to register requests for support of their candidatures to UN organs and programmes, specialised agencies, and autonomous bodies. It further co-ordinated the interdepartmental process to consider these requests for support and in order to be consistent developed a policy and criteria to guide all South African role players in this process.

Because South Africa believes that through participation in subsidiary bodies and committees of the UN system, a valuable contribution can be made to strengthen multilateralism and promote the agendas of Africa and the South, it currently serves on a number of bodies, functional and expert committees of the United Nations system. The Department therefore co-ordinated the identification of vacancies for possible submission of South African candidatures in this regard.

## Identify initiatives in the field of socio-economic development

South Africa's participation at the Commission for Social Development in February 2008 led to the inclusion of employment issues into the United Nations system. The Comprehensive Social Security Conference for Poverty Reduction and Sustainable Livelihoods in Africa held in Cape Town during March 2008 adopted the Cape Town Declaration, outlining a plan to set up an African Network and Centre of Excellence, in order to advance the objective of expanding social security in Africa.

## Humanitarian Affairs

South Africa contributed in the provision of humanitarian assistance globally, with a particular focus on the African continent. Contributions of R17 million were made, which included contributions to countries such as Southern Sudan (R1.8 million), the Democratic Republic of Congo (R1.3 million), Horn of Africa (R2.3 million), Guinea Bissau (R500,000), Caribbean (R3 million), People's Republic of China (R1.5million) and Gaza (R1 million), assisting these countries to deal with complex emergencies and natural disasters. South Africa also continued to contribute to the United Nations' Central Emergency Response Fund (CERF) aimed at providing immediate relief in case of disasters. South Africa's firm support of the ideals of CERF is emphasized by the fact that South Africa, as an emerging economy, is the 27th largest contributor and remains one of the largest contributors of the South.

South Africa continued to participate in the debate on the reform of the Food and Agriculture Organization (FAO) aimed at making FAO more effective in dealing with food security issues and to ensure that the UN system could better address the humanitarian needs of the vulnerable; particularly promoting the African Agenda, to address food insecurity in Africa.

The Department also co-hosted the 8<sup>th</sup> Regional International Committee of the Red Cross (ICRC) Seminar on the implementation of International Humanitarian Law during June 2008. By co-hosting this Seminar with the ICRC, South Africa sought to encourage African countries to consider acceding to and locally integrating International Humanitarian Law instruments.

The European Union Mission on Migration was hosted successfully in Pretoria on 11 September 2008. The aim of the Mission was to commence negotiations towards the establishment of the Migration Dialogue Forum between South Africa and the European Union.

## International crime

South Africa continued 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. South Africa continued to facilitate its implementation of the UN Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances as the main instrument in the war against illicit drugs. However monitoring mechanisms for the UN Convention Against Corruption continues to remain a challenge.

## Environment

South Africa continued to contribute to the accomplishment of the Millennium Development Goals (MDGs), in particular poverty reduction, through participating in the various United Nations Conventions for the environment such as, the UNCCD (desertification), UNFCCC (Climate Change) and the CBD (biodiversity-covering all fauna and flora).

During the 2007 Conference of the Parties (COP14) of the UN Convention on Illegal Trade in Endangered Species of Wild Fauna and Flora (CITES), South Africa together with two of its SADC partners obtained international approval to trade in elephant tusks with Japan as only trading partner. In 2008 the CITES Standing Committee on Animals approved China as additional trading partner to trade in elephant tusks. A total of 51 tons of ivory were sold in a once off sale in November 2008.

South Africa participated in the 14th Conference of the Parties (COP14) to the United Nations Framework Convention on Climate Change and the 3rd Meeting of the Parties (COP/MOP3) of the Kyoto Protocol held from 1 to 12 December 2008 in Poznan, Poland. COP14 failed to agree on the share of proceeds for funding, which resulted in the faltering of the Article 9 (Kyoto Protocol) review. A more positive conclusion at COP14 was the conferral of legal capacity to the Adaptation Fund Board, which allows for direct access of funds without specific World Bank prerequisites. The COP14 also agreed to on a work plan for the conclusion of negotiations at the 15th COP in Copenhagen, Denmark, in December 2009.

Former President Thabo Mbeki with Nigerian President HE Alhaji Umaru Musa Yar'Adua during the latter's State Visit to South Africa



## 5. BILATERAL RELATIONS

### 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 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 continued to be involved in institutional and human resource capacity building. The Bi-National Commission (BNC) between South Africa and the DRC was held in April 2008 and October 2008 in South Africa and the DRC respectively. The BNC is utilised as a mechanism to enhance bilateral cooperation between the two countries.

On 09-11 June 2008 the South Africa-Malawi Joint Permanent Commission for Cooperation (JPCC) was inaugurated in Lilongwe, Malawi during which bilateral projects in areas of Agriculture, Health, Home Affairs, Defence and Science and Technology were identified.

The Annual Heads of State Economic Bilateral meeting between South Africa and Mozambique was held on 10 April 2008 as part of an ongoing effort to strengthen bilateral trade and investment between the two countries. The South Africa- Mozambique Joint Permanent Commission for Cooperation convened from 20-22 August 2008. During the reporting period, South Africa continued to engage Mozambique regarding the Memorandum of Understanding on regular diplomatic consultations and a suitable date for signing is yet to be identified by the two parties. South Africa hosted the inaugural session of South Africa-Mozambique Joint Commission on Defence and Security in December 2008.

South Africa-Zimbabwe Joint Commission for Economic, Technical, Scientific and Cultural Co-operation (JCC) meeting convened in Victoria Falls in Zimbabwe from 13-16 March 2009. The meeting paved the way for an enhanced cooperation in various fields following a long lull in bilateral interaction between two countries. The negotiations between the two countries on the establishment of the Bilateral Investment Promotion and Protection Agreement (BIPPA) commenced during the period under review and are yet to be finalised.

South Africa and Angola signed an Agreement on Science and Technology in April 2008 and the two countries continue to share business and investment information within the framework

of the Joint Commission for Cooperation Agreements. In this regard there has been continuous interaction between South African and Angolan Chambers of Commerce.

The implementation of the South Africa-Lesotho Joint Bilateral Commission for Cooperation (JBCC) Infrastructure Development Projects in Lesotho gained momentum during the reporting period as evidenced by the further funding of Metolomg Dam and Sani Top to Mokhotlong Road Projects by the South African Government.

The South Africa-Namibia Heads of State Economic Bilateral meeting was held in Namibia on 05 August 2008. The meeting provided an opportunity for both countries to deepen economic relations and cooperation. On 09-13 September 2008 South Africa held a Joint Commission on Defence and Security with Namibia.

The South Africa-Botswana Joint Permanent Commission on Defence and Security was in held in Cape Town from 22 – 24 October 2008.

Former President Mbeki undertook a Working Visit to the Kingdom of Swaziland from 23-24 April 2008. During the visit, the two countries reiterated the importance of good neighbourliness as a cornerstone for sustained regional economic development.

### West and Central Africa

In 2009 South Africa and Nigeria will celebrate 10 years Anniversary of the establishment of the structured bilateral relations between the two countries. The South Africa-Nigeria Bi-National Commission (BNC) was established in 1999 as a mechanism to strengthen and expand relations. In this regard a 10 year Anniversary Celebration Committee was set up in December 2008 to plan and coordinate the celebrations.

The relations between South Africa and Nigeria were further strengthened by the Visit of President Yar' Adua to South Africa on 03-04 June 2008. The Joint Presidential Advisory Council on Investment (JPACI) was inaugurated in Nigeria in February 2009 during the BNC Review Council meeting and will be utilised to enhance trade and investment relations between the two countries.

On 24 January 2009, President Kgalema Motlanthe participated in a hand over ceremony of Timbuktu archives and library building to the Government of Mali. The South African government agreed to support the conservation of the ancient manuscripts of Timbuktu and undertook to build a new library to house these historic documents.

South Africa continued its focus during the reporting period on the implementation of capacity building projects in the region. These range from the electricity generation project, and the rice and vegetable production project conducted jointly with Vietnam, all in Guinea-Conakry, the IBSA Livestock Development and Agricultural project in Guinea-Bissau and the Cuban Medical Brigade in Mali.

### North Africa

The extensive legal framework for co-operation that exists between South Africa and the North African region provides for the expansion of political and economic relations. During the period under review South Africa has continued to strive to enhance its political and economic interaction with these countries in order to consolidate bilateral and multilateral relations.

Owing to the political developments in Mauritania and its suspension from the AU during the reporting period South Africa took a position in support of the AU and remains committed to the normalisation of bilateral relations between the two countries when the country returns to constitutional order, and gains readmission to the AU.

Bilateral political and economic relations between South Africa and Egypt were further strengthened by the visit of President Hosni Mubarak to South Africa in July 2008 during which discussions were held with President Mbeki. The visit offered the two presidents an opportunity to evaluate the status of bilateral political, economic and trade relations between the two countries and to identify other areas of cooperation to be implemented through the Joint Bilateral Commission (JBC) mechanisms.

In respect to Western Sahara (SADR), the Department has in partnership with the University of Pretoria hosted a Conference in International Law with Western Sahara as a case study in December 2008. South Africa continues to support the Saharawi Arab Republic to achieve the right to self-determination. South Africa continued to provide humanitarian assistance to the SADR.

### East Africa

South Africa has existing Structured Bilateral Commissions with the Republics of Ethiopia, Uganda, Rwanda and Sudan. The 5th South Africa-Rwanda Joint Bilateral Commission (JCC) was held at Groote Schuur, Cape Town, South Africa on 25 March 2009, during which existing bilateral cooperation projects were reviewed and new areas of cooperation were identified.

With regard to Sudan, South Africa continued to support the implementation of the Comprehensive Peace Agreement (CPA) between the Government of Sudan and the Sudan People's Liberation

Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma during the prize handing over ceremony after the match between the Kings Punjab and the Mumbai Indians in Durban



Movement (SPLM). During the reporting period, South Africa's former President Thabo Mbeki has been leading the AU High Level Panel on Darfur. In this regard South Africa continued to support the efforts of the AU High Level Panel on Darfur as well as the UN, Qatar and the Arab League initiatives.

The Department of International Relations–GOSS-UNISA human resource capacity and institution building programme has registered significant achievements during the reporting period as evidenced by the completion of phase three which brought the number of trained participants to over 1500.

During the period under review, South Africa continued to support Somalia's reconciliation process and will, as part of the international community assist the Somalis to find a peaceful and lasting solution to their crisis. The Department has participated in the International Contact Group on Somalia meeting in Brussels on 26-27 February 2009 during which South Africa mooted possible capacity and institutional building engagements in Somalia.

## ASIA AND MIDDLE EAST CENTRAL AND EAST ASIA

### Japan

Despite the global economic crisis, Japan has continued to pledge financial support for African development and committed itself to doubling ODA and private investment in Africa by 2012. In recognition of the growing importance of African issues in the international environment, Japan has demonstrated its commitment to peace building by expanding its role in PKO missions in Africa: of its 16 PKOs internationally, seven were in Africa.

### The Republic of Korea (ROK)

The ROK also demonstrated a growing commitment to Africa, and hosted the Korea – Africa Economic Conference (KOAFEC) in October 2008, during which development assistance agreements were concluded with nine African states. These include inter alia: infrastructure

development, sustainable natural resources development, agriculture and rural development and capacity building for ICT excellence. On a bilateral level, the ROK hosted South Africa to the 4th Policy Consultative Forum in Seoul, in December 2008.

### Central Asia

A Senior Officials' delegation paid a working visit to Kazakhstan in December 2008. Discussions with the Foreign Ministry included mechanisms to strengthen the bilateral relationship in both the political and economic fields.

### The People's Republic of China (PRC)

In order to celebrate ten years of diplomatic relations, a phased marketing strategy was developed ensuring the participation of Ministers and other spheres of Government through programmes, speeches and seminars during the Ten Years Celebration. This included trade expos, cultural shows and a hospitality suite in China. To ensure South Africa's participation in the Shanghai World Expo 2010, a national interdepartmental Steering Committee was established and a task team was appointed to propose a South African theme and sub themes for the South Africa pavilion.

In securing a common RSA-PRC position in the UN Security Council, a meeting took place between Presidents HU Jintao and K Motlanthe on the margins of the G-20 meeting in November 2008 in Washington DC. These issues were revisited during the PRC Minister's visit to South Africa in January 2009 and also included discussions on peace building in the African Continent with special reference to Sudan and Zimbabwe. A Strategic Dialogue (meeting) took place in January 2009.

### SOUTH ASIA, SOUTH-EAST ASIA, AUSTRALASIA AND PACIFIC ISLANDS

Bilateral relations with South Asia, South East Asia, Australasia and the Pacific Islands remained steady and cordial in the 2008/09 fiscal year. Total trade with the above region grew by 18.8%; however, the massive trade deficit has not been adequately bridged.

Bilateral relations with South Asia continued to grow in the 2008/9 financial year and the trade statistics between South Africa and India particularly reflects this reality with an increase from USD 4.6bn in 2006-07 to USD 6.0bn in 2007-08.

Key countries in the region are India, Pakistan, Sri Lanka and Bangladesh, all with which South Africa has cordial relations. During the reporting period, the escalation of terrorist activities in

the region have become a major threat to regional stability and economic growth, as well as to international security.

India is South Africa's major partner in South Asia – both within the bilateral and multilateral / trilateral context. The inaugural Africa-India Summit in April 2008 was witness to the possible advent of a welcome opening of Indian markets for African products. Similarly, the IBSA Dialogue Forum continued to provide a valuable impetus to South-South relations.

India's investments in South Africa have grown remarkably in quantity as well as diversity through companies such as Mittal (steel), Tata (vehicles, IT, ferro-chrome); Mahindras (utility vehicles); and a number of pharmaceutical companies including Ranbaxy and CIPLA. South African companies with investment interests in India include ACSA (airport infra-structure and management), SASOL (energy) and Firstrand (finance). Following the Mumbai terrorist attacks and the March 2009 attack on the Sri Lanka cricket team in Pakistan, the Indian Premier League (IPL) cricket tournament was moved to South Africa, confirming the excellent bilateral relations between South Africa and India.

The Mumbai attacks in particular have increased tension between India and Pakistan. Both countries have continued to seek South Africa's mediation to help defuse tensions between the nuclear neighbours.

Trade with South East Asia continued to grow, totalling around R18 billion annually. The region is 8th overall in terms of South African exports, and 7th in terms of imports. Thailand has emerged as the most important trading partner, although the trade balance remains hugely in favour of South East Asia.

A number of Ministers and Deputy Ministers visited the region either bilaterally or to attend international meetings, amongst them Deputy Minister Hajaig who participated in the Islamic World Economic Forum hosted by Indonesia in February 2009.

Following the normalisation of relations with Thailand in January 2008, a successful Senior Officials Meeting was held in Bangkok in October 2008.

The trilateral project between South Africa, Vietnam and the Republic of Guinea relating to the production of rice and vegetables in Guinea was implemented during 2008. It is progressing well, contributing to food security in Africa and is receiving international interest.

While South Africa was a non-permanent Member of the United Nations Security Council (2007-8), it was appointed as Lead Nation on Timor Leste. At UNGA63, South Africa signed a

Framework Agreement for Technical Co-operation with Timor Leste, paving the way to assist the country in its development. The opening of a Mission in Dili has been deferred until budgetary constraints have eased.

Following the devastating cyclone that struck Myanmar in May 2008, South Africa made a donation to the United Nations Humanitarian system to alleviate the plight of the people of Myanmar.

In the South Pacific, Australia remains South Africa's major partner in terms of political, social and economic co-operation. The significant expatriate community of more than 120 000 contributes significantly to South Africa's revenue in terms of remittances and tourism. In 2007, 96 000 tourists from Australia visited South Africa, which made Australia the largest single provider of visitors from Asia.

Total trade with Australia amounted to R20 billion in 2007, with the trade balance slightly in Australia's favour. South Africa is the 17th largest foreign investor in Australia. At the same time, Australian foreign direct investment in South Africa has increased, particularly in the mining and agricultural sectors. Major Australian investors in South Africa include mining giants like BHP Billiton and mining consultancy companies like RSG Global from Western Australia.

There is productive cooperation with Australia across a wide range of issues, e.g. Commonwealth, WTO, Cairns Group, New World Wine Producer's Group and the Kimberley Process. Australia is also an important provider of development cooperation – both to South Africa and to the region.

The Rudd Government's new foreign policy approach to Africa and the achievement of the MDGs, its concern for environmental issues like climate change and maritime conservation and the distinctive shift towards multilateral solutions to conflict have moved the antipodean state significantly closer to South Africa's International Relations policy priorities.

It can be expected that relations with New Zealand will grow in intensity with the opening of a new High Commission in Wellington in April 2009. New Zealand is home to approximately 60 000 South African expatriates who are making a positive contribution to commercial relations in terms of remittances and tourism.

Although bilateral trade is relatively modest (R 1.8 billion in 2007), the trend is showing a consistent upward trajectory. Tourism too will in all likelihood increase, particularly in the light of sports tourism (international sporting events in South Africa like Super 14 Rugby, the IPL, ICC World Cup and Confederation Cup competitions) and the re-negotiated Air Services Agreement, which makes provision for an increase in weekly flights to 7 by 2010.

## MIDDLE EAST

### Gulf States

Bilateral relations with countries in the Gulf region continued to grow with co-operation expanding in several fields. The region remains the source of some 60 percent of South Africa's crude oil, mainly from Saudi Arabia and Iran, with smaller quantities from Oman and Yemen. The Gulf region is also an important market for South Africa's goods and services and a source of investment, even though growth in these areas is likely to be affected by the global financial crisis.

Political relations with the region have been characterised by several high-level visits, in particular the State Visit paid by then President Thabo Mbeki to Qatar at the invitation of the Amir, His Highness Shaikh Hamad bin Khalifa Al-Thani. The President's delegation included five Ministers, who conducted negotiations with their respective counterparts on ways to enhance bilateral relations. In order to ensure that decisions taken during the State Visit are implemented, the first round of Bilateral Ministerial Consultations between the two countries was held in Cape Town in February 2009.

The South African Government manages its relations with several of the Gulf States through structured bilateral mechanisms such as Joint Commissions. In this regard, the Tenth Meeting of the SA-Iran Joint Commission was held in Tehran in July 2008 and the Third Meeting of the SA-Saudi Arabia Joint Commission was held in Sandton in February 2009. Similar structures with all the other Gulf States are either in place or agreements establishing them ready for signature, but meetings did not take place during the financial year. In addition, several ministerial and provincial visits were exchanged during the year.

South Africa recognises the importance of the Gulf region as a source for tourism and facilitates participation by South African companies in the annual Arabian Travel Market in Dubai. While the total number of tourists from the region remains below 10,000 per year (with Saudi Arabia and the UAE accounting for the bulk of these), travellers from the Gulf are generally higher per capita spenders than visitors from elsewhere in the world. The increase in the number of flights by Gulf airlines to South Africa is also expected to stimulate further growth.

### The Levant

Two major events that had and will have bearing on the Middle East Peace process over the course of 2009 were the Israeli invasion of Gaza and the election of a new right wing



Deputy Minister of Foreign Affairs Fatima Hajaig with the Deputy Minister of Economic Affairs and Finance of Iran Dr Behrouz Alishihri, during a bilateral meeting held in Pretoria

government in Israel. Concerning the Israeli invasion, the South African Government remained abreast of developments and issued numerous press statements in response to the Israeli military assault against Hamas in Gaza during November 2008 and January 2009. In these, the SA Government unequivocally condemned the Israeli military assault on Gaza and the death of almost 1,500 Palestinians, the majority being women and children. The Department also facilitated humanitarian assistance to the people of Gaza following the Israeli assault, such as that arranged by the Gift of the Givers, the Southern African Catholic Bishops Conference, the South African Council of Churches, Cosatu as well as other SA non-governmental organisation.

During the period under review, South Africa was a non-permanent member of the United Nations Security Council where the Middle East Peace Process was an important issue on the agenda. South Africa regularly expressed itself on the need for a peaceful negotiated settlement to the Middle East Peace Process.

The Middle East Peace Process formed an important agenda item during a number of structured bilateral meetings with countries in the Middle East and also outside the region.

During November 2008, South Africa successfully co-hosted the International Day of Solidarity with the Palestinian People. The event is held annually to demonstrate the continued solidarity of the South African Government and people towards the struggle of the Palestinian people for self determination and a viable Palestinian state.

The Minister of Education of the Palestinian National Authority, Ms Lamees Al-Alami, visited South Africa during October 2008. During her visit she met with her counterpart Minister Naledi Pandor and positive steps were taken to strengthen relations between the two countries.

South Africa continued to strengthen relations on all levels with Lebanon, Syria, Jordan and Iraq and successfully hosted two delegations from Iraq to exchange views on national reconciliation, with South Africa's experiences in this regard as a point of reference. Syria's Minister of Foreign Affairs, Mr Walid Moalem, visited South Africa from 18 to 20 May adding weight to the two countries' developing bilateral relations.

## THE AMERICAS

### NORTH AMERICA

Bilateral relations with the countries of North America remained strong with co-operation expanding on matters of common interest and mutual benefit. Ongoing interaction with the developed countries of North America served to highlight their important role in supporting key initiatives of national importance, such as NEPAD and the fight against communicable and infectious diseases, including HIV and AIDS.

#### United States of America (USA)

The SA-USA Annual Bilateral Forum was held in May 2008 to assess the progress made on bilateral co-operation activities, to identify areas for further co-operation enhancement, as well as to serve as a forum for addressing various challenges in the bilateral relationship.

Interaction within the bilateral relationship strived to further the understanding on both sides of the respective countries' policies and thus enhance co-operation on issues of mutual importance. These actions were underscored by various high-level visits.

Following the 2008 US Presidential elections, the Democratic Administration under President Obama presented new opportunities for the bilateral relationship and global interactions. Whilst domestic issues dominated the Obama Administration's agenda, a central theme in the short to medium term was the serious challenges posed by the global economic meltdown, and the role that the US should play in mobilising a co-ordinated and truly inclusive global response. Within this global economic recessionary environment, South Africa remained one of the US' leading trading partners in Africa and accounts for the most diverse trade flows. Total trade with the US amounted to approximately R100 billion with SA enjoying a trade surplus of approximately R20 billion.

Due to the impasse reached with the SACU/US FTA negotiations, it was agreed by the Trade Deputies that the comprehensive FTA would remain an objective in the long term, but that the parties would develop a joint work programme to address a broad range of FTA and other trade and investment related issues and seek to conclude concrete trade and investment enhancing agreements. Such a framework (Trade and Investment Development Co-operation Agreement, TIDCA) form the building blocks for pursuing the FTA over the longer term and was signed on 14 July 2008.

The building of local capacity for research and effective delivery in the continuing battle against communicable diseases through the US Presidential Emergency Programme for Aids Relief (PEPFAR) received augmented commitment with South Africa remaining one of the PEPFAR's

15 focus countries. Collectively, these countries comprise approximately 50 percent of HIV infections worldwide. Under PEPFAR, South Africa received nearly R 2.9 billion (USD 397.8 million) in 2007, while for 2008, the programme committed R 4.3 billion (USD 591 million) to support comprehensive HIV/AIDS prevention, treatment and care programmes.

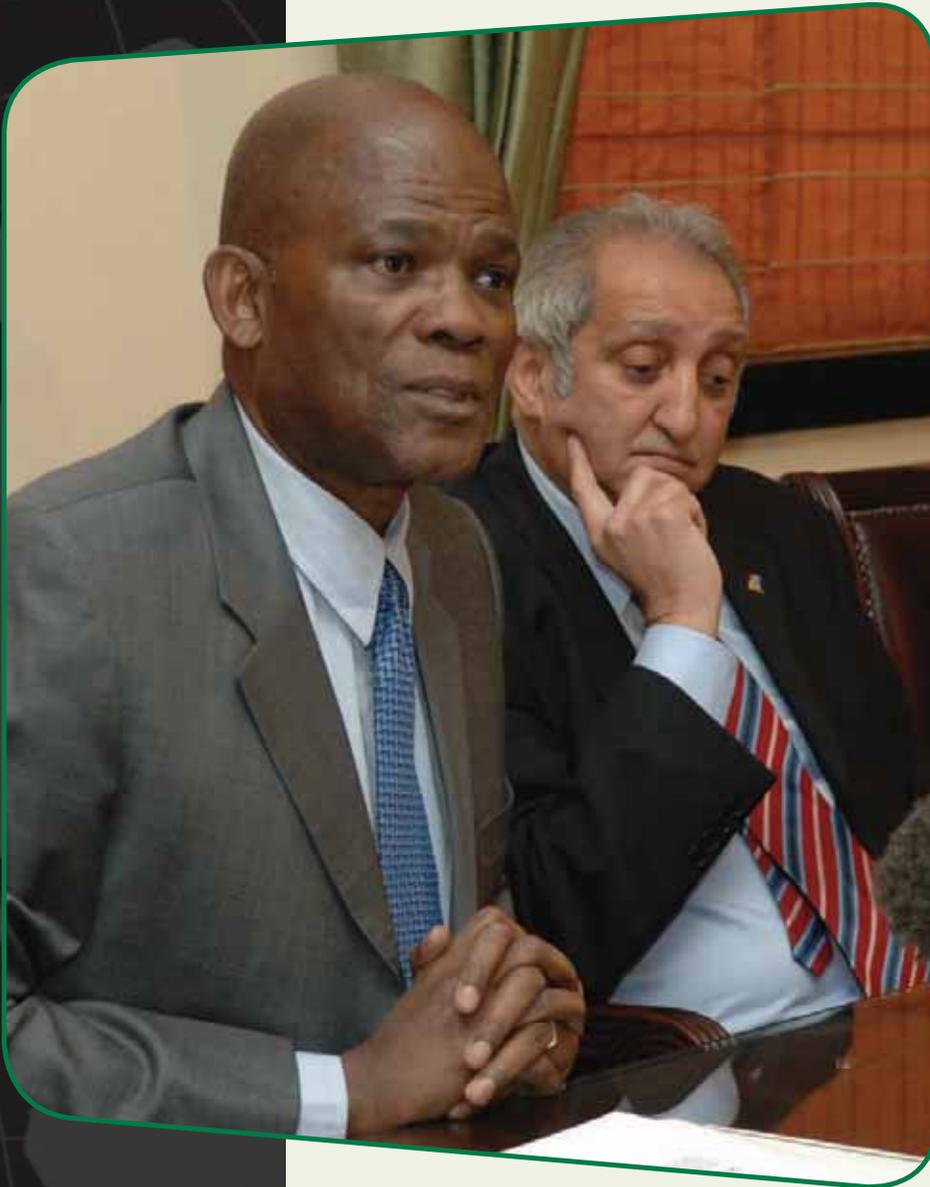
With regard to military-to-military co-operation, SA and the USA continued bilateral interaction regarding military medicine research within the PHIDISA programme and the African Contingency Operations Training Assistance programme (ACOTA), which is aimed at enhancing South Africa's peacekeeping and humanitarian assistance intervention capabilities. Emphasis was placed on achieving enhanced capacity, as well as the creation of the necessary mechanisms to facilitate the implementation of such ability throughout Africa.

A further important pillar of South Africa's bilateral relations with the US is people-to-people interaction. In this regard, a wide range of individuals and institutions continue to interact on a regular basis; notably through the process of engaging the Diaspora, increasing training and capacity-building, and concluding MoUs in areas such as Science and Technology, Education, Agriculture, Sister City Agreements, etc.

#### Canada

In May 2008, the Fifth Annual Consultations (AC) between SA and Canada took place at senior officials' level in Pretoria. The AC is the primary forum in which issues of mutual interest and concern receive specific focus on an annual basis. It also serves to direct and focus all areas of cooperation between the two countries. As over the past five years since its inception, the agenda continued to increase in terms of scope, including issues such as Africa, peace and security co-operation, trade and investment, mining and nuclear co-operation, science and technology, Arts and Culture, Policing, and capacity-building in the context of JIPSA and ASGISA. Six National Departments participated in the back to back ODA discussions. There was progress on both the draft Mutual Customs Cooperation and Bilateral Nuclear Cooperation Agreements and a Sports Exchange Programme, including cooperation on the hosting of sport events such as the 2010 World Cup, was signed.

The Canadian G8 Sherpa, Mr David Angell, engaged with Deputy Minister van der Merwe regarding African priority issues such as Zimbabwe and the G8. Canada is particularly involved in Africa in areas such as the Great Lakes and Sudan. During a visit to Sudan in March 2008, the then Canadian Foreign Minister announced that Canada would invest up to \$275 million in Sudan during 2008-09 in three areas: security, diplomacy and aid. The first SA/Canada trilateral co-operation projects in the region were also identified and implemented. SA and Canada also co-operated on preparations for the Ghana Conference on Aid Effectiveness.



Minister of Social Development Zola Skweyiya with  
Deputy Minister of Foreign Affairs Aziz Pahad

Canada's ODA to South Africa amounts to approximately R 250 million for the period 2008-2013. The ODA is aimed at fostering social upliftment, policy development, welfare transformation, training programmes, capacity building, education, health and skills exchange. Canada is also one of the largest foreign investors in the South African mining sector, with 17 Canadian exploration and mining companies active in South Africa, representing capital assets of approximately R 14, 5 billion. The DTI has also indicated that Canada has become one of the largest overall foreign direct investors in South Africa over the past year to an amount of approximately R 30 billion. According to the latest statistics available (2008), South African imports and exports amount to R 6, 2 and R 5, 8 billion respectively. This left South Africa with a negative trade balance of R 373 628 million.

## LATIN AMERICA AND THE CARRIBEAN

### Latin America

South Africa's Bilateral relations with Latin America and the Caribbean continued through the strengthening of co-operation. In the bilateral sphere a wide range of contacts and exchanges took place. Brazil also remained a significant player in the multilateral context. Increased co-operation in a number of fields also continued with other like-minded countries of the Southern Cone of Latin America such as Chile, Uruguay and Argentina.

Following discussions between Minister Dr Nkosazana Dlamini Zuma and her Chilean counterpart, Minister Alejandro Foxley, held in Santiago in March 2009, South Africa and Chile agreed to expand economic and trade links. Additionally, the Second Meeting of the SA-Argentine Bi-National Commission in Buenos Aires in December 2008 reinforced bilateral cooperation in a variety of spheres.

### The Caribbean

South Africa endeavoured, in conjunction with the African Union (AU), to strengthen co-operation between Africa and the African Diaspora in the Caribbean which gave added impetus to relations, both bilaterally, as well as at a multilateral level. A Regional Diaspora Conference was hosted in Barbados in preparation for the 2nd AU-CARICOM Diaspora Conference to be hosted by South Africa.

The 5th Joint Bilateral Commission between South Africa and Cuba was held in Cape Town in November 2008. Negotiations aimed at the cancellation by South Africa of Cuba's outstanding debt continued during the reporting period.

The Foreign Minister of Suriname paid a visit to South Africa during which the Suriname Diplomatic Mission was opened. Humanitarian assistance was rendered to Cuba, Jamaica and Haiti.

## EUROPE

The African Agenda remained central to the work of the Department as it relates to the interaction with Europe. To meet this objective, bilateral mechanisms, high-level visits, multilateral fora and activities of Missions such as Africa Group meetings, Africa Day celebrations and mobilisation of the Africa Diaspora were utilised. Several joint conflict prevention and peace keeping operations were carried out and several trilateral co-operation agreements in the field of Post Conflict Reconstruction and Development (PCRD) were implemented.

### Western Europe

Support for NEPAD was placed on the agenda of a series of structured bilateral interactions, including the SA/Belgium Joint Commission, the South African/Swedish Bi-national, the South Africa/France Forum for Political Dialogue as well as during the visits by UK Prime Minister Tony Blair in June, Irish Prime Minister Bertie Ahern in January and that of Minister Dr Nkosazana Dlamini Zuma to Switzerland in March.

The African Agenda as well as the reform of the United Nations were also promoted by the President, Deputy President, the Minister and other principals to G8 and EU countries during visits to France (April and October), Portugal (December), Germany (April and October), Italy and Sweden (October) and with French President Nicolas Sarkozy during his State Visit in February.

South Africa's objectives were similarly promoted during structured bilaterals with Belgium (October), Sweden (October), France (February) as well as Dutch Deputy Minister Timmermans (February).

South Africa hosted a Preparatory Seminar on Minerals and Conflict in June in preparation for a thematic debate on this topic initiated by Belgium during their chairship of the UNSC.

Several government delegations visited France and Germany to study best practices on how these countries organised the 1998 and 2006 FIFA Soccer World Cups and the 2008 IRB Rugby World Cup, in particular how to promote tourism on a sustainable basis.

The visit to SA by Dutch Interior Minister Ter Horst in February led to the development of a Memorandum of Understanding on co-operation.

Co-operation between South Africa as host of the 2010 FIFA Soccer World Cup and the UK as host of the 2012 Olympic Games continued during the reporting period with reciprocal visits and exchanges. The UK agreed to fund assistance for sustainable training grounds and facilities.



Deputy Minister of Foreign Affairs Sue van der Merwe with the Minister of Foreign Trade of Sweden, Dr Ewa Bjorling

Trade statistics and tourism arrivals climbed to new highs due to continued efforts by South African Missions in Europe. EU and EU Member States collectively emerged as the largest contributors to ODA in SA and on the Continent in general. Significant offers of support for JIPSA were obtained and utilised, e.g. Germany, the Italian working group on JIPSA and the training by the French nuclear company AREVA of South African engineering graduates in project management at post-graduate level. Major initiatives in this regard have been agreed upon and implementation started from the Netherlands, Belgium, and Flemish Regional Government, in the areas of port training, diamond beneficiation and middle management best practices. JIPSA projects with both the UK and Ireland are ongoing, including training in the printing industry by Independent Newspapers and programmes implemented by the Royal Agriculture College to train fifty emerging farmers from South Africa.

A series of structured bilaterals were held with various countries at Senior Official's level focused on support and co-operation in the field of Post-Conflict Reconstruction and Development.

The Department supported relevant line-function departments and sectors of South Africa's cultural industries during their participation in international film festivals and other major art and culture events, including the annual Cannes International Festival (May) and the World Music Market (January). South Africa was guest participant in the Ghent Festival (June) as well as in the Vakantiebeurs in Utrecht (January).

SA Ministers and civil society participated in the commemoration of the SS Mendi and of OR Tambo (October) in the UK.

### Central and Eastern Europe

Bilateral political consultations between South Africa and Bulgaria took place in March at Deputy Minister level. The Director-General, Dr A Ntsaluba, paid a visit to Romania in March where he reopened the Embassy in Bucharest.

The Third and Fourth South African/Russian ITEC Intersessionals took place in Sochi (July) and in Moscow (February) respectively where outstanding issues and challenges to co-operation were discussed.

Russian First Deputy Prime Minister Ivanov, accompanied by the Ministers for Natural Resources and for Transport, paid a courtesy call on President Mbeki during March 2008. Discussions were also held with Deputy President Mlambo Ngcuka, Minister Lekota, Minister Sonjica and Deputy

Minister Pahad during which co-operation between the two countries in the fields of science and technology and defence matters were further consolidated.

KwaZulu-Natal Premier, Mr Ndebele, accompanied by a business delegation visited Moscow and the Krasnodar region to discuss regional and future economic co-operation. KwaZulu-Natal MEC for Finance and Economic Affairs, Dr Z. Mkhize, accompanied by a business delegation, also held business seminars in St Petersburg and Krasnodar in the Russian Federation.

The Belarusian/South African Intergovernmental Committee on Trade and Economic Co-operation was inaugurated in Minsk in July. It was chaired by Deputy Minister Rob Davies of Trade and Industry, while Minister Dr Nkosazana Dlamini Zuma and Minister Sonjica of Minerals and Energy also participated.

Minister Pallo Jordan of Arts and Culture visited Belarus to discuss the Cultural Programme of Action as well as the holding of a Cultural Month in South Africa. The Chairperson for the Belarus House of Representatives attended the Inter-Parliamentary Conference in Cape Town and interacted with South African Parliamentarians.

The Joint Commission for Defence between South Africa and Ukraine was held in Kyiv, Ukraine to discuss defence co-operation.

The Turkish Minister of Energy visited South Africa in March to co-chair the First Joint Economic Co-operation (JEC). The JEC promotes and facilitates trade and economic co-operation between the two countries.

## EUROPEAN UNION

### SA-EU Bilateral Relationship

SA-EU bilateral relations were considerably strengthened during 2008/2009, with the primary focus being on fully implementing the SA-EU Trade, Development and Cooperation Agreement (TDCA) and implementing the SA-EU Strategic Partnership Joint Action Plan. In this regard, political dialogue between South Africa and the EU was significantly increased, with the highlight being the first SA-EU Summit, which was held on 25 July 2008 in Bordeaux, France. In addition, three highly successful SA-EU Ministerial Troika meetings were held during the period under review, namely on 3 June 2008 in Ljubljana, Slovenia, on 25 July 2008 in Bordeaux, France, and on 16 January 2009 in Kleinmond, South Africa. A Peace and Security dialogue was also held at senior officials level on 4 November 2008 in Cape Town.

One of the key outcomes of the Summit was the decision to engage in a regular Peace and Security Dialogue at senior officials level through the EU's Peace and Security Committee in troika format. The Summit furthermore committed itself to further deepening the SA-EU relationship through, inter alia, the establishment of functional dialogue fora in the areas of energy, transport, ICT, health, etc.

In this regard, the 9th SA-EU Joint Cooperation Council, meeting of 4 November 2008 endorsed respective terms of reference for the establishment of a SA-EU Migration Dialogue Forum; a SA-EU Health Dialogue Forum; as well as a regular SA-EU Space Dialogue. Furthermore, the 8th meeting of the SA-EU Ministerial Troika on 16 January 2009 in Kleinmond, South Africa, endorsed terms of reference for the establishment of a SA-EU Maritime Dialogue Forum as well as a SA-EU Energy Dialogue Forum. In addition to the existing dialogue forums on Peace and Security, Trade, Science and Technology; as well as Development Cooperation, there are now ten structured SA-EU dialogue fora, with another six possible fora under consideration.

The period under review also saw agreement being reached with the EU on the draft Amending Agreement for the revised TDCA. The Amending Agreement covers all the non-trade chapters under the TDCA, and includes new and revised texts for 35 articles under Title IV (Economic Cooperation), Title V (Development Cooperation) and Title VI (Cooperation in Other Areas). It is foreseen that the Amending Agreement will be signed during the 2nd SA-EU Summit, which is scheduled for September 2009.

The Science and Technology Agreement, signed in 1997, continued to go from strength to strength. South Africa is now the fourth (4th) largest foreign participant in the 7th EU Framework Programme (FP7) after the United States, Russia, and Japan. The Wine and Spirits Agreement has, unfortunately, shown no further progress towards final conclusion due to continued disagreement over Geographical Indications (GIs). Negotiations towards a SA-EU Fisheries Agreement have not commenced.

Cape Town State Protocol Lounge



## PROGRAMME 3

### STATE PROTOCOL

During the period under review, the Department developed the capacity to manage and organise a large number of incoming and outgoing Visits. The character of State and Official Visits is marked by great measure of reverence and honour. It is within this context that Heads of State or Government and visiting dignitaries were accorded comprehensive protocol services with enduring customs of protocol expressed through a multiplicity of courtesies. Similarly, South Africa's international profile continued to grow with the increase in the volume of interaction with the international community.

Consequently, the demand on the services of State Protocol expanded; the Branch State Protocol became a central point in providing protocol advice and support to Government Departments, Non-Governmental Organisations, the private sector and the FIFA 2010 Soccer World Cup Local

Organising Committee. The Branch further provided training on protocol institutional capacity to other Governments on the Continent

As South Africa's role gained more prominence, the number of ceremonial events and official functions increased dramatically. In addition to this core function, sister departments increasingly requested the Branch's services for ceremonial, conferencing, training and other ad hoc support.

All these activities placed considerable pressure, but with the strengthening of management capacity in the Branch, there was more focus both in terms of planning and execution of the tasks. There has also been a concerted drive to fill vacant posts which alleviated some of the acute capacity shortage.

Regardless of the increase in events and demand in Advisory Services from Sister Departments and other Stakeholders, clients' expectations were exceeded. To further elucidate the above, the Branch coordinated 160 ceremonial events, managed 255 incoming and outgoing visits

and assisted in 2010 related events. Assisted Provinces and Local government in managing 364 outgoing visits and 51 incoming visits and further deployed officials on special projects in Provinces

Increasingly, South Africa has become a preferred destination to host International Conferences, injecting a huge amount of revenue into the economy. This inevitability compelled the branch to enhance and develop its capacity to manage and organise very large summits and conferences.

Below are highlights and few summits and meetings managed by State Protocol:

- 118th Assembly on the Inter-Parliamentary Union
- SADC Summits and Extraordinary Summits
- SADC Council of Ministers Meeting and
- Senior Officials Meetings

The Branch further offered advice and support during the following events:

- 5th IBSA Ministerial Meeting
- AU Summit, Fact finding visit to Madagascar
- Seminar for the Commission for Sustainable World Society

New State Protocol Lounges were inaugurated at the Oliver Tambo International Airport and the Cape Town International Airport to service an ever-increasing flow of dignitaries on visits to the RSA. The facilitation of 27 427 VIPs both in Johannesburg and Cape Town and 8367 Diplomats further confirms the increasing number of dignitaries that pass through our Lounges.

The Branch manages Guesthouses with the responsibility to provide Catering and Décor services for local and foreign guests during functions hosted by our principals including the usage of Banquet Hall for outside functions. Related to the increase in the number of ceremonial events undertaken, the Guesthouses demands tremendously increased.

Similarly, the 2009 FIFA Confederations Cup, 2010 FIFA Soccer World Cup and all associated events will draw in a significant number of Heads of States and Foreign dignitaries. In line with one of the strategic objectives of the Branch, State Protocol has become a major driver for the success of the 2010 FIFA Soccer World Cup event. The Branch organised a comprehensive Training session on Protocol Etiquette and FIFA Protocol for the 2010 Host Cities and Premier's Offices in the Host Provinces. The Branch partnered with the Diplomatic Academy and the LOC to deliver a 'Train the Trainer' programme, where a total of 93 officials attended the training. In addition to the training provided, the Branch also actively participated in a number of FIFA 2010 and FIFA 2009 Confederations Cup related events such as the FIFA Confederations Cup Draw Show; 500 Days Countdown Celebrations and the INWENT Protocol Workshop where the Branch was invited to deliver a paper on state protocol matters.

Regulated by Diplomatic Immunities and Privileges Act and the Vienna Convention and all other related acts, the Department placed importance in the management of the Diplomatic Community. The Department embarked on a process to analyse functions for the development of a Business Process Management system to institute simplified processes according to international best practice.

The diplomatic community in South Africa consist of 292 accredited foreign offices, during the reviewing period, the following offices were established:

- Embassy of Ecuador
- African Peer Review Mechanism (APRM) and
- The New Partnership for Africa's Development (NEPAD)

31 Foreign Heads of Missions presented credentials to the President of South Africa, whilst the department processed appointments of South African Heads of Missions to 51 countries (resident and non-resident) and 16 South African and 21 foreign consular appointments



Deputy Minister of Foreign Affairs Aziz Pahad briefing the media at the media centre, Union Buildings, Pretoria

## PUBLIC DIPLOMACY

Public Diplomacy addresses media liaison, engagements with national stakeholders, and the promotion of South Africa's policies and programmes at international level.

The year under review witnessed major developments within the Department's Public Diplomacy Unit. Of great significance in this regard was the transition of the Unit into a full Branch after review process that identified capacity short-comings with the previous structure. This move will allow for an improved approach to the communication output of the Department and will ensure that there is enough capacity to participate fully in publicising the priorities and work of the ICTS Cluster and in support of the International Marketing Council (IMC) objectives.

During the reporting period the Public Diplomacy continued with the production and distribution of publication materials including the Annual Report 2007-08, Foreign Affairs Budget Vote speech 2008 booklet, Desk Calendar 2009, dfa Now (monthly newsletter), 'Who's who in the Department as well as promotional banners and posters for the various conferences and workshops.

Public Diplomacy continued to undertake marketing initiatives through participating and assisting in a number of conferences, shows and exhibitions with the aim of building and projecting a positive image of South Africa..

The main marketing and branding activities during the period under review included the following: SADC Heads of State Summit, SADC Ministerial Summit, SA Tourism Indaba, ITEC Conference, two Imbizo Outreach Campaigns in KZN, Exhibition during 2008 Budget Vote and 2009 Investment Conference in the Eastern Cape.

Public diplomacy also drafted and project managed the departmental communication strategy for the following: 2010 FIFA Soccer World Cup, farewell of the former Deputy Minister Pahad and the Minister's dinner.

During the reporting period, Public Diplomacy established and maintained partnerships with a number of companies within corporate South Africa which led to the securing of sponsorship for major departmental events.

In addition to producing daily news bulletins, Public Diplomacy maintained a 24-hour Operations Centre that also acted as an early-warning centre for the Political Principals reporting on major incidences or crises and international events.

As the custodian of the accurate historical recording, documentation and dissemination of South Africa's international relations engagements, Public Diplomacy undertook both audiovisual and photographic coverage of engagements of the President, Deputy President and the Principals and distributed these to both local and international print and audiovisual media.

Public Diplomacy prepared speeches for strategic national, continental and international events for the Principals, including such events as the State of the Nation Debate, SADC Council of Ministers meetings, SA-China 10 Year Celebrations of Diplomatic Relations in Shanghai, Freedom Day Celebrations in Beijing and the Tribute to the late Goodwill Ambassador Miriam Makeba at the Old Assembly Building in Parliament.

In terms of conducting media research and analysis, Public Diplomacy continued to assess media trends, especially the coverage and portrayal of the Department and the country's international relations engagements through the services of professional service providers.

Furthermore, Public Diplomacy continued with the management of the Department's official website: [www.dfa.gov.za](http://www.dfa.gov.za) and intranet. The Web Portal Project continued to work towards the integration of the Department's website, intranet, and Foreign Mission websites and other information sources to form a highly interactive and informative Web Portal. The project planning, functional, technical specifications and project roll-out were done with the involvement of the service provider and the Department's information Communication Technology unit.

During the year under review daily media engagements were undertaken and Public Diplomacy provided ongoing media liaison and communication support to the Ministry. Focused attention was paid to engagement with the media through sectoral briefings (led by Deputy Directors-General and addressed regional or event specific issues), pre-event media awareness (undertaken to generate publicity prior to events or visits) and engagements on South Africa's tenure as the non-permanent member of the UN Security Council.

In addition Public Diplomacy also provided media and communications support during Cabinet Lekgotlas and when Heads of Missions to South Africa provided their Letters of Credence to the President.

## PERFORMANCE INFORMATION

### PROGRAMME /KRA: PRIORITY 1: CONSOLIDATION OF THE AFRICAN AGENDA

SUB-PROGRAMMES/ OBJECTIVES	OUTPUTS/ACTIONS	OUTPUT PERFORMANCE MEASURES/SERVICE DELIVERY INDICATORS/KEY PERFORMANCE INDICATORS	ACTUAL PERFORMANCE AGAINST TARGET			
			Target/ Measures	Actual		
				Achieved	Not achieved	Way forward
Contribute to the strengthening of the African Union and its Structures	Supported harmonisation and rationalisation of Regional Economic Communities (RECs), as well as the regional integration process	Convened Tripartite Summit between COMESA, SADC and EAC	Participate in Tripartite Summit, October 2008	Participated as Chair of SADC and agreed to Tripartite Roadmap regarding closer cooperation and infrastructure development		
	Strengthened governance and capacity in the AU	Ratified and popularised the AU Charter on Democracy, Elections and Governance  Facilitated secondment of South Africans to critical positions at the AU Commission	Ratify AU Charter	Cabinet Memo drafted and presented pending approval	Secondment policy not yet implemented	Instrument of ratification to be deposited with the AUC in 2009/10  Inter-Departmental consultations ongoing for implementation
			Provide Presidency with guidance and contributed to policy formulation in respect of AU structures specifically NEPAD through the Special Representative on NEPAD	Provided guidance and contributed to policy formulation  Informed and provided guidance to political principals  Interacted with other Departments, structures of the AU, other institutions and NGOs		

	Supported the Pan-African Parliament (PAP)	<p>Engaged in discussions at the AU for converting PAP from an advisory body to a legislative institution</p> <p>Provided an enabling environment for the continued operationalisation of the PAP</p> <p>Commenced with construction of permanent PAP Head Quarters</p>	<p>Convert PAP from advisory body to legislative assembly</p> <p>Provide logistical and technical support for functioning of 9th session (May 2008) and 10th session (Nov 2008) of PAP</p> <p>Commence with construction of PAP Headquarters</p>	<p>Discussed during the AU Council of Ministers, Jan 2009</p> <p>Logistical and technical support provided to sessions of PAP and other structures</p>	<p>Discussions not completed in the AU PRC, Council and PAP</p> <p>Project Team appointed</p> <p>Consultants appointed</p>	<p>Continue to engage with members of PAP on the issue</p> <p>Resource requirements and main construction company to be finalised</p>
	Contributed to the operationalisation of African Court of Justice and the African Court on Human and People's Rights	Supported finalisation of the merger instrument	Achieve merger between respective courts		Merger instrument not yet finalised by the AU	Signing and ratification pending release of merger instrument
	Contributed to the operationalisation of the AU Financial Institutions	Participated in operationalisation of the AU Financial institutions to the AU Commission	Promote operationalisation process of AU Financial Institutions		AU Financial Institutions not yet operational	Continue support through attendance of Experts Group on Operationalisation
	Engaged the African Diaspora	Participation of all relevant stakeholders in forums on the African Diaspora's support towards African development	Participate in relevant fora	Participated in regional consultations in preparation of African Diaspora Summit		Second African Diaspora Summit to be hosted by SA in 2009/10
	Monitored and participated in relevant organisations dealing with migration issues	Engaged all relevant stakeholders in bilateral, regional and multilateral forums in respect of migration issues	Participate in relevant fora	Migration issues placed on agendas of bilateral engagements with Europe		
	Strengthened AU-EU Relations	Followed-up on the implementation of the outcome of the Africa-EU Summit, Lisbon, 8-9 December 2007	Follow-up on implementation of the Summit	Contributed towards the implementation of the Joint EU-SA Strategy		

Support the implementation of the New Partnership for Africa's Development (NEPAD)	Facilitated the implementation of NEPAD priority sectors (infrastructure, agriculture, environment, tourism, ICT, health, human resources, and science and technology) and their integration with AU and SADC processes	Engaged and co-ordinated with all relevant role players for implementation of NEPAD priority sectors	Support implementation of NEPAD priority sectors	Established an intergovernmental Task Team on regional infrastructure, December 2008  Hosted Projects Conference, Aug 2008  Contributed to alignment of AU/NEPAD Joint Programmes		
	Integrated 2008 African Ministerial Conference of the Environment (AMCEN) outcomes into the Action Plan of the NEPAD Environment Initiative	Promoted integration of outcomes of AMCEN into Action Plan of the NEPAD Environment Initiative	Contribute to hosting of 12th Session of AMCEN	Assisted DEAT in hosting 12th Session of the AMCEN		
	Increased national, bilateral, regional and multilateral awareness of NEPAD as a socio-economic development programme	Promoted centrality of NEPAD on the agenda of relevant bilateral, multilateral, regional and sub-regional fora	Promote NEPAD as a development programme in relevant fora	Concluded country host agreement for NEPAD Office in South Africa, Oct 2008  Support for NEPAD solicited in bilateral engagements  Promoted NEPAD in all programmes and funds of the United Nations system  Supported closer alignment of NEPAD and SADC RISDP		

	Contributed to the operationalisation of the African Peer Review Mechanism (APRM)	Supported Implementation of Addis Ababa APR Forum decisions regarding APRM  Supported national APRM Focal Point and provided assistance to other countries in preparation of APRM Country Reports	Participate in APRM Summits, structures and processes	Participated in APRM Summit, Egypt, July 2008  Participated in APRM Extraordinary Summit, Benin Oct 2008  Concluded a host country agreement in Oct 2008 for an APRM Office in SA  Supported SA's APRM Focal Point in preparing and presenting SAs first implementation report  Advised other APRM member states on the preparation of their Country Review Report		
	Managed South Africa's International Development Assistance	Managed African Renaissance Fund  Establishment of an International Development Assistance Unit	Chair Advisory Committee of the ARF  Facilitate implementation of ARF projects  Contribute to draft proposal for a framework for SA's development assistance	Chaired Advisory Committee and obtained letters of concurrence for projects  Facilitated implementation of ARF projects in Africa	Cabinet considered a first draft proposal by Treasury	Cabinet requested DIRCO to re-draft a framework for SA's development assistance
Contribute to strengthening of the Southern African Development Community (SADC)	Contributed towards SADC Regional Economic Integration Agenda	Launching of the Free Trade Area	Launch Free Trade Area	Launched the FTA in August 2008 under SA's Chairship		

	Worked towards the full implementation of the Regional Indicative Strategic Development Plan (RISDP)	Embarked on the review of the economic integration aspects of the RISDP and continued to implement other areas of the RISDP	Review of RISDP  Promote awareness of SADC business processes	Promoted regional investment	Restructuring of SADC had impact on review of RISDP and awaiting final restructuring of SADC	Following the finalisation of the restructuring of SADC, the process of reviewing the RISDP will commence
	Strengthened governance and capacity in SADC, especially in the Secretariat	Amendment of the SADC Treaty to enhance effectiveness of the organisation  Facilitated secondment of South African Deputy Executive Secretary to SADC Secretariat	Amendment of the SADC Treaty  Secondment of South African Deputy Executive Secretary (DES)	SADC Treaty was amended to create the position of second SADC Deputy Executive Secretary	Candidate not yet identified	Process of identification to be pursued
	Assumed Chair of SADC	Participation in SADC Troika as incoming Chair.  Chair SADC	Assume Chair of SADC (2008/2009) and hosting of statutory meetings	Hosted SADC Summit and assumed Chairship  Chaired SADC Council of Ministers  Participated in four SADC Troika Meetings  Hosted Special SADC Troika Meeting		
	Contributed to SADC poverty reduction strategy	Participated in International Consultative Conference on Poverty and Development of SADC in Mauritius	Attend and participate in International Consultative Conference on Poverty and Development of SADC	Participated in drafting of the Declaration of Poverty Eradication and Sustainable Development		

Contribute towards Post Conflict Reconstruction and Development (PCRD) in Africa	Participated through bilateral and trilateral arrangements in Post Conflict Reconstruction and Development (PCRD) in countries emerging from conflict	Participated in identified processes and meetings  Facilitated and co-ordinated South Africa's contribution to PCRD programmes	Participate in structures, meetings and processes of PCRD  Host an international conference on the legality of the SADR  Facilitate support for capacity building in peacekeeping	Contributed to PCRD processes  Chaired Sudan PCRD Committee  Hosted international conference on the legalisation of the SADR  Advanced support for capacity building projects in Africa, including facilitation of peacekeeping training		
Contribute towards Peace, Security and Stability in Africa	Supported regional and multilateral initiatives to establish a continental peace and security architecture	Participated in identified processes and institutions	Review and analyse issues re peace, security and stability with relevant government agencies  Engage EU to provide increased support to conflict areas in Africa	Submitted positions on enhancement of UN support to AU peace missions to UNSC  AU/UN panel established to consider way forward  Engaged EU governments to support peace and security efforts and capacity building in Africa		
	Identified and engaged countries and institutions in support of conflict resolution in Africa	Engage identified countries and institutions	Engage in issues of peace and security in identified countries	Appointed two Special Envoys who commenced with mediation  Engaged Great Lakes region, Sudan and Somalia through established structures and mechanism  Facilitated and engaged, as SADC Chair, countries and institutions in support of conflict resolution in the SADC region		

Strengthen bilateral relations with all African countries	Enhanced socio-economic and political cooperation in support of Africa	Engage identified partners	Place socio-economic and political cooperation on agendas of structures bilateral engagements	Signed agreements reflecting priorities of SA		
	Democratic processes on Continent supported	Support democratisation and good governance in Africa	Support processes of democratisation and good governance on the Continent	Advanced SA positions in debates on peace support and protection of civilians  Monitored elections in SADC member states		
Support the hosting of 2010 FIFA World Cup	Supported and communicated South Africa's preparations towards the hosting  Attracted and encouraged investment in infrastructure facilities and tourism	Developed and implemented a marketing strategy	Develop and implement a marketing strategy for 2010 FIFA World Cup  Place 2010 FIFA on agendas of structured bilaterals and high level visits	Developed and implemented marketing strategy  Facilitated distributions of promotional material to all South African Missions abroad  Communicated key messages from the LOC to South African diplomatic Missions abroad  Engaged LOC in departmental structures and processes  Established protocol capacity for FIFA  Engaged with governments and private sector on infrastructure development and skills transfer		

**PROGRAMME /KRA : PRIORITY 2: SOUTH – SOUTH COOPERATION**

SUB-PROGRAMMES/ OBJECTIVES	OUTPUTS/ACTIONS	OUTPUT PERFORMANCE MEASURES/SERVICE DELIVERY INDICATORS/ KEY PERFORMANCE INDICATORS	ACTUAL PERFORMANCE AGAINST TARGET				
			Target/ Measures		Actual		
					Achieved	Not achieved	Way forward
Strengthen the India, Brazil, South Africa Dialogue Forum (IBSA)	Strengthened bilateral, trilateral and multilateral interests in the IBSA Forum	Participated in IBSA structures and processes	Chair Board meeting in New York		Chaired Board meeting and five new projects were approved		
			Host 12th IBSA Focal Points meeting and 5th IBSA Ministerial Trilateral Commission Meeting		Hosted 12th Focal Points Meeting and 5th Ministerial Meeting and 5th Min Meeting Joint Communiqué was released		
			Facilitate SA's participation at the 3rd IBSA Summit to be held in India		Participated in 3rd IBSA Summit – Summit Declaration was agreed and adopted  7 MOUs/Agreements/Action Plans signed during 3rd IBSA Summit		
	Progress monitored in the implementation of projects funded by IBSA	Progress reports on implementation of projects funded by IBSA	Evaluate IBSA Trust Fund programmes		Participated in evaluation of IBSA Trust Fund Programme guidelines, which were adopted by the IBSA HoS/G		
			Promote funding for African projects		South Africa's annual financial commitment of US\$ 1 million to IBSA Trust Fund fulfilled  Obtained funding for Guinea Bissau, Cape Verde and Burundi African projects		
Strengthen the Indian Ocean Rim Association for Regional Co-operation (IOR)	Expanded regional economic co-operation	Participated in identified structures and processes of IOR	Participate in Working Group of Heads of Missions (WGHM) in Tshwane		South Africa participated in two Working Group meetings		
			Implement IOR-ARC Sun City outcome document		Participated in Task force meeting for the Establishment of the Maritime Council		

<b>Strengthen the New Africa-Asia Strategic Partnership (NAASP)</b>	Increased activities in support of socio-economic advancement	Participated as Co-chair in all identified processes of NAASP	Participate in structures and processes of NAASP	Commenced preparations for NAASP Ministerial meeting  Hosted meetings of African Ambassadors to discuss NAASP developments  South Africa co-chaired NAASP Ministerial Capacity Building Conference for Palestine		
Contribute to the establishment of the India-Africa Forum	Identified and implemented joint projects that would complement NEPAD objectives	Established structures and processes	Support launch of India–Africa Forum	Provided supporting documentation to political principals  Inaugural Africa-India Summit held in New Delhi		
Strengthen the Forum on China-Africa Co-operation (FOCAC)	Increased participation of China to promote African socio-economic development	Utilised SADC to discuss FOCAC regional projects	Commence preparatory process for 4th FOCAC Ministerial Meeting	Convened the SADC preparatory meeting on FOCAC		
Engagement with organisations of the South within multilateral system	Participated in activities of the NAM and G77 in order to advance the special needs of Africa and follow-up on the South Summit	Participated in UNCTAD XII, UNGA63 and other activities of the NAM and G77	Participate in all meetings to advance the special needs of Africa	Participated in UN UNCTAD XII  Advanced the African agenda in UNGA and its main and other committees, programmes and funds as well as relevant Conventions		
	Facilitated participation in NAM and G77 meetings at Ministerial and Expert Level	Participated in XV NAM Ministerial, Iran  Participated in NAM and G77 Ministerial Meetings in the context of UNGA63  Participated in the Monterrey Review Conference	Facilitate participation in meetings, structures and processes of NAM and G77	Facilitated South African participation in COMINAC VII meeting  Participated in XV NAM Ministerial Conference, Iran  Commenced with preparations for participation in the NAM Ministerial Meeting of the Coordinating Bureau (CoB), Cuba  Participated in Monterrey Review Conference		

	Promoted the agenda of the south in multilateral fora, including through bilateral relations and especially during structured bilateral meetings	Prepared speaking notes for political principals in order to participate in relevant multilateral and bilateral meetings	Promote Agenda of the South during structured bilaterals and high-level engagements	Promoted Agenda of the South in BNC's, JBC's and during high-level engagements		
	Promoted and consolidated intra-ACP cooperation and positions	Participation in ACP structures and processes	Promote intra-ACP cooperation	Participated in ACP and ACP-EU inter-sessional meetings, parliamentary assemblies, Council of Minister meetings and Summit		
			Support the role of the South Centre as an organisation for developing countries of the South	South Africa served as Acting Convenor (year 2008) and Vice-Convenor of the South Centre		

**PROGRAMME /KRA: PRIORITY 3: NORTH – SOUTH CO-OPERATION**

SUB-PROGRAMMES/ OBJECTIVES	OUTPUTS/ ACTIONS	OUTPUT PERFORMANCE MEASURES/SERVICE DELIVERY INDICATORS/ KEY PERFORMANCE INDICATORS	ACTUAL PERFORMANCE AGAINST TARGET			
			Target/ Measures	Actual	Not achieved	Way forward
				Achieved		
Prioritisation of Africa on the agendas of the EU, G8, Commonwealth and other organisations of the North	Engaged with EU , G8, Commonwealth and other organisations of the North	Engaged with and participated in identified structures of the North	Provide support for President's participation in the G8 Summit	Substance support provided during G8 Summit		
			Support and facilitate South Africa's participation in G8 Preparatory Ministerial Meetings through the provision of substantive and logistical support	G8 Leaders issued Declaration covering a range of commitments to Africa  Participated in the 5th Heiligendamm Dialogue Process (HDP) Working Group meeting on Innovation in Rio de Janeiro, Brazil, March 2009  Facilitated South African Ministerial participation in G8 Labour Ministers meeting		
			Facilitate South African participation in Commonwealth Executive and other meetings on various topics	Facilitated South African Ministerial participation in G8 Agriculture Ministers meeting		
			Promote African Agenda with EU Presidencies	Prepared directives for participation in quarterly Commonwealth Executive Board and Board of Governors meetings  Engaged the incumbent EU Presidencies on issues in support of the African Agenda and ACP priorities		
	SA positions promoted bilaterally	Engaged in structured bilateral meetings	Promote African Agenda in bilateral engagements	Utilised bilateral engagements and high-level visits for the promotion of the African Agenda and ACP priorities		

<p>Strengthen engagement with relevant structures of the OECD</p>	<p>Increased engagement for co-operation and economic development</p>	<p>Participated in identified OECD processes</p>	<p>Provide inputs to various governments Departments for an evaluation South Africa's relationship with OECD</p>	<p>Participated in five inter-departmental working groups aimed at enhanced relations with the OECD, including the OECD Development Centre and reported on SA's membership of the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions</p> <p>Commenced with preparations for OECD Ministerial Council Meeting scheduled for 2009</p>		
<p>Engagement in the Tokyo International Conference on African Development (TICAD)</p>	<p>African Agenda advanced</p>	<p>Participated in all identified processes</p>	<p>Attend TICAD IV Summit and participate in follow-up structures to advance African Agenda</p>	<p>Participated in Summit which resulted in the Hokkaido Declaration that strengthens support for the African Agenda with renewed commitments in line with previous undertakings</p> <p>Participated in TICAD Ministerial and follow-up meetings</p>		

**PROGRAMME /KRA: PRIORITY 4: PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE**

SUB-PROGRAMMES/ OBJECTIVES	OUTPUTS/ACTIONS	OUTPUT PERFORMANCE MEASURES/ SERVICE DELIVERY INDICATORS/KEY PERFORMANCE INDICATORS	ACTUAL PERFORMANCE AGAINST TARGET			
			Target/ Measures		Actual	
					Achieved	Not achieved
Participation as non-permanent member of the United Nations Security Council	Participated in all UNSC processes	<p>Assumed UNSC presidency in April 2008</p> <p>Participated in all identified UNSC processes</p>	<p>Participate in UNSC meetings, structures and processes</p> <p>Promote AU/UN cooperation</p> <p>Solicit support for SA's positions during membership of the UNSC</p>	<p>Participated in drafting of terms of reference for establishment and operationalisation of PBC</p> <p>Developed SA positions for participation in all PBC meetings</p> <p>Engaged within and outside the UNSC in all debates and political consultations on peace and security</p> <p>Adoption of UNSC Resolution on relationship between UN and AU PSC during South Africa's Presidency, April 2008</p> <p>AU/UN Panel established on strengthening relationship between AU and UN re peacekeeping operations in Africa</p> <p>Maintained close coordination with:Office of the Minister; Office of the DG and relevant bilateral desks to manage an effective communication and coordination framework on SA positions as a non-permanent member of UNSC</p> <p>Promoted SA's positions during structured bilaterals and high-level engagements</p>		

			Provide guidance and contributed to policy formulation in respect of disarmament and the inalienable right of all States to the peaceful uses of nuclear energy	Provided guidance and contributed to policy formulation through serving on the IAEA Board of Governors		
Compliance with UN Security Council resolutions	Facilitated South Africa's compliance with UNSC sanctions regimes and other resolutions	Facilitated South Africa's compliance with relevant role-players	Monitor and analyse developments in the UNSC on sanctions  Monitor and coordinate South Africa's compliance with the relevant Security Council resolutions that impose sanction measures	Developments monitored and analysed  Informed and provided guidance to political principals on sanctions measures  Department facilitated SA's implementation of UNSC sanctions regimes and kept stakeholders informed		
Support South Africa's participation in the G20	Supported National Treasury and other role-players in advancing the African Agenda	Provided support to the National Treasury.	Provide appropriate support to National Treasury	Participated in fourteen intra and inter-departmental meetings and with the G20 Sherpa in preparation for the G20 Summit to be held in London  Liaised with the Office of the President, National Treasury and DTI and participated in drafting of national position paper for the London Summit  Promoted SA position during structured bilateral engagements		

<p>Contribute to debates on climate change</p>	<p>Developmental agenda reflected in decisions of major UNFCCC and related instruments and processes</p>	<p>Participated in all identified processes for the advancement of regional and sub-regional positions on an international framework</p>	<p>Participate in preparatory meetings for COP14 in Copenhagen, Denmark</p> <p>Promote African Ministerial Conference on Environment (AMCEN) Declaration on behalf of SA as Chair of the Conference</p>	<p>Participated meeting for COP14 of UNFCCC in Algeria and in Poland</p> <p>Participated in the meeting of the Ad Hoc Working Groups (established by the Bali Action Plan) of the UNFCCC 5th and 7th Sessions in Bonn, Germany</p> <p>Participated and assisted Deputy Minister in bilateral visit on sustainable development and climate change to Denmark</p> <p>G8 Summit noted AMCEN Declaration</p>		
	<p>Participated in negotiations related to financial and resource mobilization and represented South Africa on the Compliance Committee</p>	<p>Participated and made substantive contributions</p>	<p>Contribute to multilateral negotiations under UNFCCC and its Kyoto Protocol for a fair effective flexible and inclusive climate regime reflecting the urgency of action indicated by science</p>	<p>Led negotiations on sources of finance, level of finance and institutional arrangements under the UNFCCC</p> <p>Participated in inter-governmental preparatory Committee</p>		
	<p>SA positions promoted bilaterally</p>	<p>Engaged in structured bilateral meetings</p>	<p>Promote SA positions</p>	<p>Promoted SA position during structured bilateral engagements</p>		

Contribute to combating terrorism	Contributed to the international debate on combating terrorism	Participated in identified structures	Participate in all relevant UN structures and processes  Advance SA positions during review of UN Global Counter-Terrorism Strategy  Advance SA positions during Financial Action Task Force (FATF) for Mutual Evaluation of SA anti-terror financing/money laundering systems	Advanced SA's positions on terrorism in GA, SC, CTC, 1267 Committee and 1540 Committee  SA positions advanced during review of UN Global Counter-Terrorism Strategy  Participated in inter-departmental engagement with for FATF Mutual Evaluation of SA anti-terror financing/money laundering systems		
	Facilitated compliance by SA with international norms and standards on combating terrorism	Host a visit of Counter Terrorism Executive Directorate (CTED)	Facilitate CTED visit  UN conventions on terrorism signed and ratified	Facilitated CTED visit, June 2008  Cabinet endorsed DFA coordinated response to CTED  SA positions reflected in CTED Assessment of SA implementation of SC resolutions on terrorism  SA ratified all 13 international conventions		
	SA positions promoted bilaterally	Engaged in structured bilateral meetings	Promote SA positions	Promoted SA position during structured bilateral engagements		
Promote South Africa's position on disarmament, non-proliferation and arms control	Advanced South Africa's interests in international forums dealing with disarmament non-proliferation and arms control	Participated in disarmament non-proliferation and arms control fora	Participate in disarmament and non-proliferation meetings, structures and processes	Advocated and defended the right of States to peaceful uses of advanced technologies in meetings including IAEA Board, NPT PrepCom, NSG Plenary, NAC, Wassenaar Arrangement, Cluster Munitions, Biological and Chemical Weapons Conventions  South Africa chaired the NSG and hosted its meeting  Provided guidance and updated information to political principals		
	South Africa's positions promoted bilaterally	Engaged in structured bilateral meetings	Promote SA positions	Promoted SA position during structured bilateral engagements		

Contribute towards the Middle East Peace process	Assisted and supported identified international efforts aimed at a negotiated resolution of the conflict in the Middle East	Promoted a negotiated solution through participation in identified processes	Inform and provide guidance to political principals on NAM Committee on Palestine  Advance SA positions in UNSC resolutions on the Middle East	Prepared briefing notes for Ministerial participation in NAM Committee on Palestine meetings  UNSC resolutions and decisions reflected SA's inputs		
	South Africa's positions promoted bilaterally	Engaged in structured bilateral meetings	Develop policy options on South Africa's engagement with various parties involved in the Middle East peace process	Policy options developed to increase understanding amongst leadership of various parties involved in the Middle East peace process of the necessity for a negotiated solution to the Israeli-Palestinian conflict		
Follow-up the implementation of outcomes of major international conferences	Participated in the follow-up of identified international conferences in the economic and social sphere	Participated in identified meetings	Maintain continuous focus on the Financing for Development (FfD) agenda of international debates on the review of the Monterrey Consensus	Advanced SA positions in negotiations on the implementation of aspects of the Doha Declaration		
			Participate in CSD16 and preparatory meetings for CSD17, highlighting the special requirements of Africa especially in response to agriculture, rural development, land degradation and desertification in Africa	Advanced SA positions in maintaining political commitments to Africa in the practical implementation of JPOI and AU priorities		
			Promote continued focus on bridging the digital divide in follow up to WSIS as well as promoting access to science and technology in all relevant fields	Advanced SA positions on science and technology in the UN Commission on Science and Technology including lobbying for SA membership  Advanced SA positions during the World Telecommunications Standardisation Assembly hosted in SA		
			Contribute to follow-up to WCAR	Participated in preparatory processes leading up to the Durban Review Conference (follow-up of WACR)		
			Participate in the implementation of and follow up to Beijing Declaration and Platform of Action	Participated in the South African delegation in the 53rd Session of Commission on the Status of Women		

			Promote implementation of the Outcomes of 2002 Special Session of UNGA on Children and 2007 Review	Advanced SA positions to facilitate implementation and strengthening of measures to protect children		
			Promote follow-up and implementation of the Cairo Declaration and Programme of Action on CPD	Advanced SA positions during the 41st and 42nd Sessions of the UN Commission on Population and Development (CPD)		
			Promote SA positions	Promoted SA position during structured bilateral engagements		

<p>Contribute to the promotion of Human Rights and Humanitarian Affairs</p>	<p>Contributed to the protection of human rights and fundamental freedoms</p>	<p>Participated in identified meetings</p>	<p>Facilitate progress within the HRC towards placing the Right to Development on par with all other Human Rights</p> <p>Present SA country report on the Universal Peer Review (UPR) to HRC on the promotion and protection of human rights in SA</p> <p>Facilitate implementation of Disability Convention</p> <p>Support and Promote efforts to protect victims of conflicts and contribute to post conflict and development programmes</p> <p>Promote International Humanitarian Law</p> <p>Highlight human rights violations in the Saharawi Arab Democratic Republic (SADR)</p>	<p>Advanced the implementation and realization of the Right to Development perspective into global partnerships</p> <p>Drafted and presented to the HRC the SA report on human rights</p> <p>Facilitated follow-up on implementation of Disability Convention between with relevant partner departments and civil society</p> <p>Advanced SA positions on the protection of refugees and Internally Displaced Persons (IDPs) by contributing to AU Framework on IDPs</p> <p>Hosted and co-organised ICRC regional seminar on IHL</p> <p>Facilitated the convening of 7th Pan African Conference of the Red Cross and Red Crescent</p> <p>Called upon the UN Human Rights Council to act on violations</p>	<p>Not achieved</p>	<p>Lobby for inclusion of human rights monitoring in MINURSO mandate</p>
	<p>Facilitated South Africa's international humanitarian assistance to victims of conflict and disasters</p>	<p>Contributed to identified activities</p>	<p>Facilitate SA contributions to and interaction with UN international humanitarian agencies</p>	<p>Contributed to relief efforts in affected countries in Africa, Asia and Latin America</p> <p>Contributed to humanitarian assistance programmes of international organisations</p>		

	Contributed to the advancement of gender equality and empowerment of women	Mainstreamed gender issues in identified international organisations	Support gender mainstreaming in all relevant UN bodies  Facilitate Democracy Fora process to develop a Road Map and base document on Gender Equality and Violence Against Women for the Helsinki Process on Globalisation and Democracy	Supported resolutions on gender equality and empowerment of women in all international organisations  Supported the principle of the enhancement of gender parity in peacekeeping missions of the UN and the AU  Process concluded after Gender Roadmap was adopted by the Helsinki Process Partners and the 2008 Ministerial Review Meeting		
Participation in multilateral and other international organisations in advancing socio-economic development	Agendas of Africa and the South promoted	Participated in identified UN structures and programmes	Participate in the development of agreed conclusions and adoption of outcome documentation	Facilitated SA's participation in the annual meeting of the Commission on Social Development (CSD)		
	Promoted transfer of scientific and technology advances for development	Participated in identified meetings	Participate in meetings, structures and processes related to telecommunications and technology transfers	Advanced SA positions in the CSTD, Global Internet Governance Forum, WTSA, Special African Indian Ocean Region (AFIRAN)  Assisted DST in the establishment of ICGEB in SA  Assisted DST in promoting SA bid for Square Kilometre Array (SKA)		
	Supported a holistic approach to reducing effects of trade in rough diamonds in fuelling conflicts	Participated in identified meetings and structures	Participate in all relevant meetings, structures and processes of the KPCS	Facilitated South Africa's full participation in the KPCS and its structures and processes		

Promotion of South African candidacies for election to international organizations	Submission of South African candidatures to international organisations coordinated	Coordinated the identification of candidacies	Facilitate a coordinated approach to candidacies within the global system of governance	Identified positions for South Africa to serve on and submit candidatures  Facilitated decision-making process on support/non-support of candidatures of other participants in the global system of governance		
Reform of the UN system	Equitable UN system promoted	Participated in all UN reform processes	Work with the relevant role players to promote the reform and strengthening of the United Nations  Co-ordination of the development of South Africa's positions on UNSC reform  Contribute to the UN system reform processes	Provided directives for UNGA63 on UN reform including on Secretariat and Management reform  SA played a leading role in securing a decision to move SC reform from OEWG consultations to a more democratic process in the GA  SA positions advanced on security sector reform  SA served on Central Emergency Response Fund (CERF) Advisory Board and contributed to the improvement of its working methods  Advanced South Africa's positions in debate on reform of UN food agencies including reform of FAO  Promoted SA positions on UN reform during structured bilaterals		
Adherence to and promote International Law	Legal advice and assistance on all issues related to international law provided	Provided advice on international law	Provide support through the provision of legal advice and assistance to the Department and Government on all issues relating to international law	512 legal opinions and services provided and actively participated in support of priority areas		
Contribute to the global effort to combat trans-national organised crime	Contributed to global efforts to improve combating of translational crime	Promoted effective interdepartmental co-ordination	Coordinate South Africa's position with national stakeholders on the issue of transnational crime for participation in relevant meetings, structures and processes	Coordinated and advised on South African participation in relevant meetings, structures and processes		

**PROGRAMME /KRA: PRIORITY 5: STRENGTHEN POLITICAL AND ECONOMIC RELATIONS**

SUB-PROGRAMMES/ OBJECTIVES	OUTPUTS/ACTIONS	OUTPUT PERFORMANCE MEASURES/SERVICE DELIVERY INDICATORS/KEY PERFORMANCE INDICATORS	ACTUAL PERFORMANCE AGAINST TARGET				
			Target/ Measures		Actual		
					Achieved	Not achieved	Way forward
Strengthen cooperation with the EU	Enhanced socio-economic and political co-operation in support of accelerated sustainable development in South Africa and Africa	Implementation of Action Plans  Finalised TDCA revision	Facilitate SA Interdepartmental process regarding enhanced SA/EU dialogue and co-operation under the Strategic Partnership and TDCA		Facilitated interdepartmental consultations and drafted relevant strategies		
			Participate in JCC meetings		Advanced SA interests at JCC meetings		
			Effect signing of revised TDCA		Signed TDCA amending agreement		
			Facilitate SA/EU political dialogue		Summit, Ministerial Troika and Senior officials meetings held		
			Support National Treasury in the implementation of the SA/EU development co-operation programme		Provided inputs to National Treasury on SA/EU developments		
Strengthen bilateral engagements with identified major powers particularly those having major influence in the Continent	Enhanced socio-economic and political co-operation in support of Africa	Engaged identified major powers	Engage identified strategic major powers in the areas of peace, security and economic development		Advanced SA and African positions in structured bilaterals and high level engagements		

Strengthen bilateral relations	Enhanced socio-economic and political co-operation in support of Africa	Engaged identified partners	Utilise structured bilaterals and high-level engagements to promote South Africa's interests and to support the Agendas of Africa and the South  Review implementation of bilateral agreements with African countries  Conclude identified bilateral agreements with African countries  Strengthen relations with foreign missions in Pretoria	Advanced SA and African positions in structured bilaterals and high level engagements  Completed review and identified challenges and way forward  Identified bilateral agreements concluded  Conducted regular meetings and attend national day celebrations		
	Democratic process on the Continent supported	Supported democratisation and good governance in Africa	Utilise structured bilaterals and high-level engagements to promote democratisation and good governance in Africa  Monitor elections in Africa	Advanced SA positions  Observed elections in Guinea Bissau, Ghana, Zimbabwe and Kenya		
	Contributed towards infrastructure, human resources development and institution-building	Formulated and implemented bilateral MOUs	Utilise bilateral agreements as a basis for skills transfers, human resources development and institution building	Facilitated formulation and implementation of MOUs in infrastructure, JIPSA, and institution-building		
Improve trade and market access with identified countries	Increased trade and market access	Support lead departments in negotiations	Support lead departments in the implementation of South African macro-economic and industrial strategies as well as promotion of inward FDI  Review trade and investment potential in African countries	Provided support in implementing South African macro economic policies  Trade and investment reviews conducted		
Support finalisation of SADC/EU Economic Partnership Agreement (EPA) negotiations	Finalisation of SADC/EU EPA for regional integration supported	Participated in EU-SADC EPA negotiations	Support negotiations on SADC/EPA in order to conclude negotiations		Negotiations not concluded	Ongoing negotiations with the EU on EPA

Support finalisation of SACU-MERCOSUR/L Preferential Trade Agreement (PTA)	Finalisation of SACU/Mercosur/L PTA supported	Participated in SACU/Mercosur/L PTA	Finalise and sign SACU/Mercosur/L PTA	SACU/Mercosur/L PTA signed		
Support negotiations for a SACU/India Preferential Trade Agreement (PTA)	Finalisation of SACU/India PTA supported	Participated in negotiations for a SACU/India PTA	Finalise negotiations on a SACU/India PTA	Negotiations finalised and MOU submitted to all parties	South Africa's signature outstanding	MOU will be submitted for SA signature through Indian High Commission
Work to improve SACU/China trade relations	Increased trade and market access	Supported lead departments in the negotiation of the Partnership for Growth and Development (PGD) Agreement	Facilitate bilateral engagements between the Ministries of Trade and Industry of both countries towards conclusion of PGD		Negotiations not concluded	Ongoing negotiations with China on PGD
Strengthen Economic Diplomacy and Market SA Abroad	Increased economic co-operation	Identified and pursued economic opportunities	Promote increase in SA exports as well as inward foreign direct investment and tourism promotion	Supported, through SA Missions and in collaboration with the dti, incoming and outgoing business delegations and trade missions to increase SA exports and attract FDI		
	Contributed to a positive awareness of South Africa internationally	Implemented the integrated marketing strategy	Undertake initiatives to promote a positive image of South Africa abroad	Organised and hosted national day, SA Week and Africa Day celebrations  Undertake journalist exchange programmes in selected countries		

**PROGRAMME /KRA : PRIORITY 6: ORGANISATIONAL SUPPORT**

SUB-PROGRAMMES/ OBJECTIVES	OUTPUTS/ ACTIONS	OUTPUT PERFORMANCE MEASURES/ SERVICE DELIVERY INDICATORS/KEY PERFORMANCE INDICATORS	ACTUAL PERFORMANCE AGAINST TARGET			
			Target/ Measures		Actual	
					Achieved	Not achieved
MODERN AND EFFICIENT ICT INFRASTRUCTURE	A fully functional ICT environment	Implement ICT Plan	Complete UKUSA project, stabilise new infrastructure and provide proactive management	Networking and server installations completed	IPT cut over and PFC installation still in progress. Some missions still experiencing downtime resulting from electrical instability	Complete UKUSA project in 2009/10 financial year
			Implement new security devices for Head Office and all missions		Pilot project at Head Office 60% successful - alternative equipment is being reviewed	Identify alternative security devices and implement in 2009/10 financial year
			Complete ICT infrastructure installation for New Head Office	Planning and acquisition of equipment completed	Installation and configuration is still in progress	Implementation to be completed in 2009/10 financial year
			Support Business Process Management (BPM): Complete CMS and DIAP System	Supported development of CMS process and DIAP system	DIAP system development not completed and 4 CMS processes in production	Complete BPM in 2009/10 financial year
			Stabilise and complete Business Intelligence (BI) phase 1	BI stabilised and enhancements for the HR:LRP business unit completed	Finance utilisation not stabilised	Stabilise utilisation of Finance

<p>PROVIDE ACCOMMODATION AT HEAD OFFICE AND MISSIONS</p>	<p>Land and properties acquired, developed, maintained and disposed.</p>	<p>Implement Asset Management Plan</p>	<p>Acquire land and/or buildings in Brussels, New Delhi, Nairobi, Dakar, Caracas, Geneva and Accra</p> <p>Complete construction projects in Addis Ababa, Abuja and Maseru</p> <p>Commission development of concept designs for new Chanceries/ Official Residences in Lilongwe, Kigali, Dar es Salaam, Gaborone, Mbabane</p> <p>Renovation projects in Washington, Windhoek, Lilongwe, Tokyo, Brussels, Brasilia, Canberra, Copenhagen and The Hague</p> <p>Develop a comprehensive maintenance strategy for all state owned properties</p> <p>Facilitate disposal of properties in Windhoek, Walvis Bay, Funchal, Zurich and Paris</p>	<p>Acquired building in Brussels and land in Dakar and New Delhi</p> <p>Completed construction project in Addis Ababa.</p> <p>Received approval for concept designs in respect of new Chanceries / Official Residences in Lilongwe, Kigali, Dar es Salaam, Gaborone, Mbabane</p> <p>Renovation projects concluded in Windhoek, Brussels and Canberra</p> <p>Completed research</p> <p>Visits and valuations of properties were facilitated and several engagements with disposal entity, Department of Public Works, took place</p>	<p>Nairobi: no suitable land identified Caracas, Geneva and Accra: acquisitions postponed due to financial constraints</p> <p>Maseru and Abuja: projects progressed but was not finalised during the financial year</p> <p>Projects in Tokyo, Brasilia and The Hague are in inception stage</p> <p>Properties not yet disposed of</p>	<p>Acquisitions in Nairobi, Caracas, Geneva and Accra moved to 2010/11 financial year</p> <p>Abuja and Maseru constructions will be completed in 2009/10 financial year</p> <p>Commence construction of facilities in 2009/10 financial year</p> <p>Renovation projects in Washington, Lilongwe and Copenhagen commenced and to be completed in 2009/10 financial year</p> <p>Strategy will be adopted in 2009/10 financial year</p> <p>Engage with DPW and revisit disposal processes</p>
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	Head Office project completed	Department relocated to new Head Office	Reach financial close  Finalise design of facilities  Complete construction of facilities and relocate staff	Financial close reached  Design of facilities completed  Construction progressed well but revised scheduled service commencement date of 26 June 2009 was agreed upon		Staff relocation will take place during 2009
PROVIDE CONSULAR SERVICES	Assistance to South African citizens abroad rendered	Compliance with Vienna Convention	Provide and render consular services	Provided and rendered consular assistance to South African citizens		
	Legalisation of documentation	Compliance with The Hague Convention on Consular Matters	Render legislation services	Legalised 27 596 public documents		
	Consular Management System (CMS) implemented	Launch of the Consular Management System (CMS)	Complete development of CMS applications	Launched and operationalised the Registration of South African Citizens Abroad (ROSA)  Launched and utilised the application on Arrest and Detention of South African Citizens system  Utilised Legalisation Software	Outstanding CMS applications not launched due to ICT dependencies	Complete the quality assurance on CMS processes and launch remaining CMS applications during 2009/10 financial year
	Rapid Response Team (RRT) operationalised	Commence with establishment of the Rapid Response Team	Compile guidelines and procedures for the deployment of the RRT	Policy for the RRT approved  Field Operations Guide developed  CICC monitors incidents on a daily basis	The RRT training was not completed as result of no service provider available to render the required training	Continue to engage with Diplomatic Academy to identify potential service providers
MANAGE THE ALLOCATION OF FINANCIAL RESOURCES IN THE DEPARTMENT	Approved Departmental Budget	Approved Budget of the Department for 2009/10	Approve budget of Department for 2009/10 financial year	Budget 2009/10 approved and communicated		

PROVIDE FINANCIAL MANAGEMENT SERVICES	Prepare Annual Financial Statements	Compliance with Public Finance Management Act (PFMA)	Prepare annual financial statement 2007/08 and submit to Auditor General and National Treasury by 31 May 2008	Annual financial statement for 2007/08 submitted by 31 May 2008 and an unqualified report with no matters of emphasis audit report was received		
ENSURE INFORMATION, PERSONNEL AND PHYSICAL SECURITY	Safe and secure work environment.	Comply with Minimum Information Security Standards (MISS)	Conduct vetting investigations	Security clearances for officials posted abroad completed		
			Develop relocation plan for new Head Office Building	Officials on course and other crucial vetting submitted		
			Develop information security policy	Developed security relocation plan		
				Draft policy developed		Submit for approval in 2009/10 financial year
MANAGE SUPPLY CHAIN SERVICES	Goods and Services procured and delivered.	Implement Demand Management and Procurement plans.	Procure and deliver goods and services	All required goods and services procured	Demand management plans not finalised	Develop and implement Demand Management Plans in 2009/10 financial year
MANAGE ASSETS	Accurate and Complete Asset Register	Implement Asset Management Plan	Implement Asset Management Plan to ensure accuracy and completeness of the Asset Register	Implemented Asset Management Plan for 2008/09		
BUILD HUMAN RESOURCE CAPACITY	Adequately staffed Department	Recruitment, Selection, Placement and Retention strategy implemented	Develop HR Plan	Developed HR Plan and submitted to DPSA		
			Fill posts within three months after being advertised and reduce vacancy rate to 12% and below		Vacancy rate at 13.5 % at end of reporting period	Measures have been put in place to reduce vacancy rate to 12% and below
			Develop and implement guidelines for transfers within branches	Guidelines developed and implemented		

	Functional Career Centre	Career Management Framework developed and implemented	Develop clear career paths in the department	Designed a career brochure with possible career paths in DFA		
			Establish a web based career centre	Web based career centre completed and fully functional		
	A coherent HR capacity building plan that addresses key organisational skills	Succession Management Framework finalised and implemented	Develop Succession Management Framework		Succession Management Framework not completed	Finalise Succession Management Framework and implement
		Talent Management Framework developed and implemented	Develop Talent Management Framework	Talent Management Framework developed and implemented in phases		
Facilitate a conducive working environment	Improved organisational culture	Organisational Culture and Climate interventions implemented	Complete feedback on Organisational Culture and Climate Survey	Feedback on Organisational Culture and Climate Survey done		
			Implement interventions as per action plan	Commenced with implementation of interventions and regular reports submitted		
			Align Batho Pele principles to performance agreements	Batho Pele principles aligned to performance agreements		
			Implement affirmative action measures	Measures implemented as per Employment Equity Plan		
			Develop Service Delivery Improvement Plan	Service Delivery Plan developed		
	Organisation that cares and supports its employees and promotes individual health and wellness	Employee wellness strategy implemented	Procure 24-hour counselling service for transferred officials		24-hour counselling service not implemented	Implementation to start during 2009/10

			Review and implement HIV/AIDS programme	Reviewed and implemented HIV/AIDS programme: Outreach programme to care for children orphaned by HIV/AIDS HIV/AIDS training programmes  Increased voluntary counselling and testing by over 100%		
	Culture of discipline	Capacity on Labour Relations processes developed	Train investigating officers, presiding officers and departmental representatives in disciplinary hearings	13 officials trained as investigating and presiding officers  12 officials trained to represent Department in disciplinary hearings		
			Facilitate information sessions on key labour relations processes including rights and obligations	Department-wide information sessions were held on key labour relations processes		
			Facilitate investigations, hearings and appeals as per Service Delivery Improvement Plan (SDIP)	17 disciplinary cases including appeals were finalised		
Facilitate the management of Performance and organisational Compliance	Improved employee performance	Full compliance with Performance Management and Development System	Compliance with submission of agreements and appraisals as per agreed deadlines	96% compliance in terms of submission of performance agreements and performance appraisals		
			Develop and implement structured performance feedback framework	Guidelines on structured performance feedback are in place		

C. TRAINING RESEARCH AND DEVELOPMENT						
Train and develop staff	Trained and skilled workforce	Develop and implement identified training programmes	Train 1500 employees on various levels for service in the Department and partner departments	Trained 4238 officials: Diplomatic training (Masters in diplomacy training, Heads of Mission and other levels) Cadet training programme Mission administration Computer training English language training Foreign languages Protocol Generic and specialised training		
		Accreditation of the FSI (Diplomatic Academy) and registration of the qualifications according to the SAQA Act	Obtain accreditation and approval for learning programme  Re-register the qualifications	FSI (Diplomatic Academy) accredited  Qualifications re-registered on NQF		
		Implement ISO 9001:2008 quality Management System	Develop and implement ISO quality management system	ISO quality management system developed, implemented and audited		
	Developed knowledge management strategy and processes	Capture identified institutional memory  Develop and introduce mentorship programme	Pilot Knowledge Management Project by capturing the experiences of retired ambassadors  Draft mentorship strategy and pilot with cadets	Captured the experiences of former ambassadors	Mentorship programme not finalised	Mentorship framework developed and is in consultation process

	<p>Training and development in Africa supported</p>	<p>Developed and implemented identified training programmes</p>	<p>Implement capacity building projects on the Continent</p>	<p>Trained 60 DRC officials on counsellor's and 5th diplomatic programme</p> <p>Trained SADC officials on multilateral conference diplomacy, women in diplomacy and International affairs as well as peacekeeping issues and diplomatic communication</p> <p>Trained 7 officials from Saharawi Arab Democratic Republic</p> <p>Trained 50 officials in English as a foreign language from Guinea Conakry and Cuba)</p>		
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D. INTERNAL AUDIT						
To evaluate the adequacy and effectiveness of the Department's internal controls, risk management and governance processes, as well as the efficiency and effectiveness of its operations	Provided advisory services to promote adequate and effective systems of internal controls, risk management and corporate governance	Accepted internal audit reports	Conduct internal audits at Missions and Head Office	<p>Implemented 3-year Strategic Plan and annual operational plan</p> <p>Conducted 40 internal audits</p> <p>Ad-hoc audits included 2 Head Office and 13 Mission audits</p>	27 audits not conducted	Outstanding audits to be roll-ed over to 2009/10 financial year
		Approved Departmental Risk Profile	Facilitate Risk Assessment	Facilitated Strategic and Operational risk assessment sessions and compiled risk profiles		
			Convene quarterly Audit Committee meetings	Convened 13 Audit Committee meetings		

## PROGRAMME /KRA : PRIORITY 7: PROFESSIONAL SERVICES

### ASSESSMENT OF PERFORMANCE AGAINST BUSINESS PLAN FOR THE YEAR ENDING: 31 MARCH 2009

SUB-PROGRAMMES/ OBJECTIVES	OUTPUTS/ACTIONS	OUTPUT PERFORMANCE MEASURES/SERVICE DELIVERY INDICATORS/ KEY PERFORMANCE INDICATORS	ACTUAL PERFORMANCE AGAINST TARGET			
			Target/ Measures	Actual		
				Achieved	Not achieved	Way forward
A. PROTOCOL						
Manage ceremonial events, international visits and international conferences	Managed presidential and ministerial state events	Plan, execute and manage international state events	International state events executed as per event schedule	Planned and managed 255 incoming and outgoing international visits  Managed: 160 ceremonial events 3 SADC summits 3 ministerial meetings  Advised national departments on protocol issues during conferences and special projects		
Provide protocol services to Provincial and Local Governments	Advised Provinces and Municipalities in Protocol services  All International Provincial and Local visits coordinated through State Protocol	Coordinate International Visits Facilitate interaction between relevant Political Desks, Missions, Provincial and Local Government	Coordinate international visits as per request	Assisted Provincial and Local governments in managing 364 outgoing visits and 51 incoming visits as well as special projects		

Manage Government hospitality infrastructure	Managed the Presidential Guesthouse and State Protocol Lounges	Facility management and maintenance of Guesthouses and State Protocol Lounges	Manage government guesthouses and State Protocol Lounge	<p>Provided hospitality facilities to 27 427 VIP's in State Protocol Lounges</p> <p>Completed and relocated to both new State Protocol Lounges</p> <p>Upgrading of Presidential Guesthouses in line with the Project Plan</p> <p>Construction of new Diplomatic Guesthouses in line with the Project Plans</p>		<p>To be completed in 2009/10</p> <p>To be completed in line with Project Plans</p>
Ensure exceptional services in management of privileges and immunities in the RSA	Accredited foreign diplomats and managed the diplomatic community	Accredit diplomats and manage Diplomatic Immunities and Privileges	Provide immunities and privileges in accordance with Service Charter	<p>Regulated and assisted accredited diplomatic missions, offices and international organisations</p> <p>Convened annual meeting with Diplomatic Corps</p>		
Appointment and accreditation management process for South African Heads of Mission, Consuls General and Honorary Consuls	Facilitated accreditation for South African Heads of Mission, Consuls General and Honorary Consuls	Manage the appointment and accreditation process for South African Heads of Mission, Consuls General and Honorary Consuls	Appoint South African diplomats and accredit foreign diplomats	<p>Processed:</p> <p>82 appointments for Heads of Missions (South African and foreign)</p> <p>37 consular appointments (South African and foreign)</p>		

B. LEGAL SERVICES						
Legal advice in respect of South African law concerning departmental issues	Provided legal advice and treaty information management services	Rendered legal advice and opinions on questions of domestic law  Maintained library and treaty collection	Render legal advice in respect of South African law concerning departmental issues  Efficient and effective information service rendered	Provided 586 Legal opinions and services  Managed 3 litigation matters Launched amendment of the DIPA through Parliament  Information service rendered as official custodian of international agreements  Registered 163 agreements with UN  Maintain, preserve and facilitate access to the library collection and provision of information service		
C. COMMUNICATIONS						
Communicate South African foreign policy to all stake-holders	Informed South African public and global community	Implement Communication and Media strategy	Develop and implement annual communication and media strategy  Undertake media briefings to set an agenda and respond to issues  Undertake multi-media productions  Improved internal communications	Developed and implemented annual strategy  Organised weekly media briefings involving the Principals and Senior Managers  Produced and distributed multi-media productions  Disseminated Government's programme of action and DFA activities through internal communication mediums		

Project a positive image of South Africa	South African foreign policy positions supported	Implement Marketing Communication Plan	Participate in development and implementation of integrated branding and imaging strategy	Participated in development and implementation of strategy  Liaised with Department of Arts and Culture to assist with SA's promotional activities  Provided marketing related logistical support at summits, conferences and workshops		
Provide support to the Ministry	Ministerial programmes supported	Implement identified media liaison interventions and provide speechwriting and other strategic communication services	Inform national and international public on South Africa's role in international relations and engagements	Undertook weekly media briefings and multimedia products		
		Maintain 24-hour early warning/monitoring system	Monitor media and keep Principals and Department informed on key issues daily	Disseminated daily news highlights for use by Principals and all end users		

## **Programme 4: International Transfers**

AIM: This programme provides for the payment of fees and contributions to various international organisations.

### **OUTPUT AND SERVICE DELIVERY TRENDS:**

Contribution to multilateral development and co-operation

The transfer payments provided for and paid for during the reporting period are reflected in the annual financial statements section of the Report (please refer to the contents page).

## Part 4 Report of the Audit Committee

The Audit Committee is pleased to present its report in respect of the financial year ended 31 March 2009 year in accordance with Treasury Regulation 3.1.12, issued in terms of the Public Finance Management Act (PFMA), Act 1 of 1999, section 38(1) as amended by Act 29 of 1999.

### APPOINTMENT OF AUDIT COMMITTEE MEMBERS, MEETINGS AND ATTENDANCE

An Audit Committee for the Department has been established in accordance with the requirements of Sections 38(1)(a)(ii) and 77 of the Public Finance Management Act. During the year under review the Audit Committee comprised of 6 members, 5 members being from outside the Public Service and with the Director-General of the Department as an ex-officio member.

In terms of section 77(b) of the PFMA, the Audit Committee must meet at least twice a year. The Audit Committee meets 4 times per annum and on an “ad hoc” basis to consider specific matters, as per its approved terms of reference. Audit Committee members also meet individually with certain Units to deal with critical areas, e.g. ICT, Human Resources, Finance, and Diplomatic Academy and report back at Committee meetings on progress made concerning these interactions.

The Chairperson of the Audit Committee met on several occasions, individually, with the Director-General and management of Internal Audit Chief Directorate. The Audit Committee of the Department complied with the provisions of the PFMA by holding four (4) normal audit committee meetings and eight (8) “ad hoc” specific purpose meetings during the current financial year. The meetings were attended as follows:

Name of Member	Number of meetings attended
Ms LBR Mthembu (Chairperson)	8
Mr Z Jojwana (Member)	7
Mr E Cousins (Member)	12
Dr MC Koorts (Member)	12
Mr C Motau (Member)	12
Ms N Lila (Member)	8

During the year under review Mr Z Jojwana was hospitalised and on sick leave for four months and Ms N Lila was on a special international study programme for six months, and thus could not attend all meetings.

### AUDIT COMMITTEE RESPONSIBILITY

The Audit Committee has complied with its responsibilities arising from section 38(1)(a)(ii) of the PFMA and Treasury Regulation 3.1.13, and also reports that it operated in terms of the Audit Committee Charter read in conjunction with the Internal Audit Charter, as its terms of reference in discharging all its responsibilities as regulated therein.

### THE EFFECTIVENESS OF INTERNAL CONTROLS

The systems of internal control were evaluated by both Internal Audit and Office of the Auditor-General (external audit). Significant improvement has been noted in the implementation of and compliance with the system of internal controls. The quality of the implementation and execution of adequate control and work procedures have significantly improved although much still has to be done, especially at Missions where standardisation of understanding and implementation of uniform internal control standards is still a challenge. This is evident from reported limited instances of non-conformity with prescribed internal control and best practice.

The Department continued to implement a comprehensive detailed plan as an intervention measure to remedy the matters, reported by the Auditor-General in the 2007/8 financial year. A consolidated comprehensive project plan was developed and implemented where activities were prioritised in accordance with materiality consideration and fundamental effect on the overall management of the department. The Audit Committee notes that the Department made significant progress in addressing all matters of emphasis previously reported by the Auditor-General. This has yielded significant improvements resulting in the Department obtaining an unqualified audit report without any matter of emphasis.

### SPECIFIC FOCUS AREAS GOING FORWARD

During the 2009/10 financial year, the Audit Committee will develop comprehensive and integrated intervention programmes to focus more attention on the following areas:

The development of project management framework for effective and efficient management and monitoring of all departmental capital projects including all missions.

Enhancement of economic diplomacy or trade and tourism promotions by developing uniform implementation framework and structured guideline for all missions.

Further development, enhancement and across the board implementation of a comprehensive strategic human capital business plan with clear policies and procedures with focus on labour relations, talent management, training and staff retention.

Establishment and management of performance information management system and reporting framework of Performance Information as required by National Treasury with focus on missions.

Continuing with scrutiny, monitoring and control of the entire financial management improvement plan with special attention to clearing of the suspense accounts, management of revenue, accounts payables and receivables, asset management.

The establishment and implementation of Enterprise-Wide Risk management approach in compliance to risk management strategy,

#### **QUALITY OF MANAGEMENT AND MONTHLY / QUARTERLY REPORTS SUBMITTED IN TERMS OF THE PFMA AND THE DIVISION OF REVENUE ACT**

The Audit Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Department during the year under review, in compliance with statutory reporting framework. The Department has developed measures to fully implement the control basis for the monitoring and attaining of strategic goals and business objectives within a structured framework.

#### **INTERNAL AUDIT**

The Audit Committee works in close co-operation and partnership with internal audit Chief Directorate in its oversight responsibility of the internal audit function. Strategic annual and three year risk based internal audit plan was developed by internal audit in consultation with

executive leadership and approved by the Audit Committee. A comprehensive plan was developed and executed for the implementation of all internal audit weaknesses identified during the audit.

Internal Audit was effective for the year under review and achieved its annual operational plan targets. However the capacity of internal audit was affected by internal audit staff leaving the Department for more senior positions with other departments. The staff was replaced through the filling of further internal audit positions.

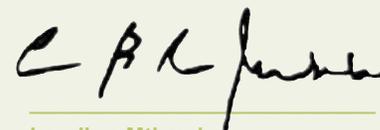
All Internal Audit work performed as well as monthly and quarterly progress reports were reviewed and approved by the Audit Committee.

#### **EVALUATION OF ANNUAL FINANCIAL STATEMENTS**

The Audit Committee has:

- Reviewed and discussed with the Auditor-General and the Accounting Officer the audited annual financial statements to be included in the report;
- Reviewed the Auditor-General's management letter and management's response;
- Reviewed changes in accounting policies and practices; and
- Reviewed significant adjustments resulting from the audit.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted together with the report of the Auditor-General.



**Londiwe Mthembu**  
**Chairperson of the Audit Committee**  
**Date: 31 July 2009**