2003/04
Annual Report

the dfa

Department:
Foreign Affairs
REPUBLIC OF SOUTH AFRICA

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ABBREVIATIONS OF GOVERNMENT DEPARTMENTS

DA	Department of Agriculture
DACST	Department of Arts and Culture
DEAT	Department of Environmental Affairs and Tourism
DOC	Department of Communications
DCS	Department of Correctional Services
DOE	Department of Education
DFA	Department of Foreign Affairs
DOH	Department of Health
DHA	Department of Home Affairs
DJCD	Department of Justice and Constitutional Development
DOL	Department of Labour
DLA	Department of Land Affairs
DME	Department of Minerals and Energy
DPE	Department of Public Enterprises

DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DPLG	Department of Provincial and Local Government
DST	Department of Science and Technology
DSD	Department of Social Development
DSR	Department of Sports and Recreation
DTI	Department of Trade and Industry
DOT	Department of Transport
DWAF	Department of Water Affairs and Forestry
GCIS	Government Communication and Information System
NIA	National Intelligence Agency
NT	National Treasury
ORC	Office on the Rights of the Child
OSDP	Office on the Status of Disabled Persons
OSW	Office on the Status of Women
SANDF	South African National Defence Force
SAPS	South African Police Service
SARB	South African Reserve Bank
SASS	South African Secret Service
SARS	South African Revenue Service

ACRONYMS

AARSOC	Asia-Africa Sub-regional Organisations Conference
ACHPR	African Commission on Human and Peoples' Rights
ACP	African, Caribbean and Pacific States (see CPA)
AICC	African Institute of Corporate Citizenship
ASEAN	Association of South East Asian Nations
ATCM	The Antarctic Treaty Consultative Meeting

ATS	Antarctic Treaty System	**FSI**	Foreign Service Institute
AU	African Union (formerly OAU)	**G8**	Group of eight (USA, UK, Germany, Italy, France, Russia, Japan, Canada)
BEE	Black Economic Empowerment		
BLSN	Botswana, Lesotho, Swaziland, Namibia)	**G20**	Group of Twenty
BNC	Binational Commission	**G77**	Group of 77 (and China)
CARICOM	Caribbean Community	**GA**	General Assembly (United Nations)
CCAMLR	The Commission for the Conservation of Antarctic Marine Living Resources	**GCC**	Gulf Co-operation Council
		GCIM	The Global Commission on International Migration
CCW	Convention on Certain Conventional Weapons	**GEF**	Global Environmental Facility
CD	Conference on Disarmament	**GEO**	Group on Earth Observation
CDM	Clean Development Mechanism	**GFII**	Global Forum on International Investment
CERD	United Nations Committee on the Elimination of Racial Discrimination	**HCOC**	The Hague Code of Conduct against Ballistic Missiles
		HRD	Human Resource Development
CHOGM	Commonwealth Heads of State and Government Meeting	**HSIC**	Heads of State Implementation Committee (Nepad)
		IAEA	International Atomic Energy Agency
CIC	Credit Insurance Committee	**IBRD**	International Bank for Reconstruction and Development (World Bank)
COP	Conference Of the Parties		
CPA	Cotonou Partnership Agreement (EU and ACP)	**IBSA**	India, Brazil, South Africa Dialogue Forum
CSD	Commission on Sustainable Development	**ICAO**	The Council of the International Civil Aviation Organisation
CSTP	Committee for Scientific and Technological Policy		
CSW	United Nations Commission on the Status of Women	**ICC**	International Criminal Court
		ICJ	International Court of Justice
CTBT	Comprehensive Nuclear-Test-Ban Treaty	**ICNRD**	International Conference for New or Restored Democracies
CWC	Chemical Weapons Convention		
DDPA	Durban Declaration and Programme of Action	**ICRC**	Interim Chemicals Review Committee
DFA	Department of Foreign Affairs	**ICT**	Information and Communications Technology
DHA	(tourism, economic, multilateral)	**ICTR**	International Criminal Tribunal for Rwanda
DNA	Designated National Authority	**ICTY**	International Criminal Tribunal for Yugoslavia
DPRK	Democratic People's Republic of Korea	**ILC**	International Law Commission
DRC	Democratic Republic of the Congo	**ILO**	International Labour Organisation
DTI	Department of Trade and Industry	**IMF**	International Monetary Fund
ECIC	Export Credit Insurance Corporation of South Africa	**IMO**	International Maritime Organisation
		INC	Inter-Governmental Negotiating Committee
ECOSOC	Economic and Social Council (UN)	**IOC**	The International Oceanographic Commission
EEZ	Exclusive Economic Zone	**IOR-ARC**	Indian Ocean Rim Association for Regional Co-operation
EIF	Entry Into Force		
ERW	Explosive Remnants of War		
EU	European Union	**IPCC**	Industrial Participation Control Committee
FDI	Foreign Direct Investment		

IRPS	International Relations-Peace and Security
ISA	The International Seabed Authority
ISPS	International Ship and Port Security Code
ITU	International Telecommunication Union
IUU	Illegal Unreported and Unregulated (Fishing)
IWC	International Whaling Commission
JBC	Joint Bilateral Commission
JPOI	Johannesburg Plan of Implementation
JSE	Johannesburg Stock Exchange
KPCS	Kimberley ProcessCertification Scheme
LDC	Least Developed Countries
MBT	Mine Ban Treaty
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreements
MERCOSUR	Southern Common Market (Argentina, Brazil, Paraguay, Uruguay)
MISS	Minimum Information Security Standards
MOP	Montreal Protocol on Substances that Deplete the Ozone Layer
MSP	Master Systems Plan (ICT)
MTCR	Missile Technology Control Regime
NAM	Non-Aligned Movement
NCACC	National Conventional Arms Control Committee
NCCC	The National Committee for Climate Change
NEPAD	New Partnership for Africa's Development
NFAR	National Forum Against Racism
NGO	Non-Governmental Organisation
NIPP	The National Industrial Participation Programme
NPT	Nuclear Non-Proliferation Treaty
NSG	Nuclear Suppliers Group
NSI	Nuclear System of Innovation
NSTF	National Science and Technology Forum
ODA	Official Development Assistance
ODIN	Ocean Data and the Information Network
OIC	Organisation of Islamic Conference
PAP	Pan African Parliament
PIC	Prior Informed Consent
PMO	Policy-Making Organ
PMS	Performance Management System
POP	Persistent Organic Pollutants
PSC	Peace and Security Council (AU)
PUSET	Public Understanding of Science and Technology
RECs	Regional Economic Communities
RISDP	Regional Indicative Strategic Development Plan
S&T	Science and Technology
SACU	Southern African Customs Union (SA, BLSN)
SADC	Southern African Development Community
SAIAIF	South African International Affairs ICT Forum
SAMSA	South African Maritime Safety Authority
SANGOCO	South African Non-Governmental Organisation Coalition
SAPO	South African Post Office
SAT	South African Tourism
SC	Security Council (United Nations)
SME	Small and Medium-sized Enterprises
SOLAS	Safety of Life at Sea Convention
TDCA	Trade and Development Co-operation Agreement (with EU)
TICAD	Tokyo International Conference on African Development
TISA	Trade and Investment South Africa
TRIPS	Trade Related aspects of Intellectual Property Rights
UK	United Kingdom
UN	United Nations
UN PoA	United Nations Programme of Action
UNCED	United Nations Conference on Environment and Development
UNCHR	United Nations Commission on Human Rights
UNCITRAL	United Nations Commission on International Trade Law
UNCLOS	United Nations Convention on the Law of Sea
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation

UNCLOS	United Nations Convention on the Law of the Sea
UNFCCC	United Nations Framework Convention on Climate Change
UNGA	United Nations General Assembly
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICPOLOS	The United Nations Informal Consultative Process on Oceans and the Law of the Sea
UNIDO	United Nations Industrial Development Organisation
UNSC	United Nations Security Council
UPU	Congress of the Universal Postal Union
USA	United States of America
VLCC	Very Large Crude-oil Carriers
WCAR	World Conference Against Racism
WEF	World Economic Forum
WEHAB	Water, Energy, Health, Agriculture, Biodiversity
WMDs	Weapons of Mass Destruction
WMO	World Meteorological Organisation
WSIS	World Summit on the Information Society
WSSD	World Summit on Sustainable Development
WTO	World Tourism Organisation
WTO	World Trade Organisation
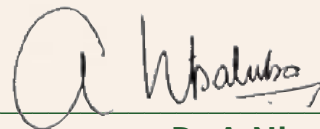
PART 1:
GENERAL INFORMATION

President Thabo Mbeki, Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma and the Chief of State Protocol Ambassador Billy Modise at the Union Buildings, Pretoria

Submission of the Annual Report to the Executive Authority

To the Minister of Foreign Affairs, Dr Nkosazana Dlamini Zuma; I have the honour of presenting the 2003/04 Annual Report of the Department of Foreign Affairs.

Dr A Ntsaluba
Director-General:
Department of Foreign Affairs

Dr Nkosazana Dlamini Zuma
Minister: Department of Foreign Affairs

1.1 INTRODUCTION
by the DIRECTOR-GENERAL

South Africa has continued to play a key role in international affairs during the course of the 2003/04 Financial Year. The Department of Foreign Affairs has continued to play its part as a component of the overall efforts of government of reconstructing our country and contributing to a more peaceful and humane world.

We had identified the following key strategic priorities for the 2003/04 Financial Year:
- Consolidation and Implementation of the African Agenda;
- Economic Development and Cooperation;
- South-South Cooperation;
- North-South Dialogue;
- Multilateral Diplomacy;
- Projecting a positive and accurate image of South Africa and Africa.

We have advanced in all these areas.

During the year, we Chaired the AU and also continued after July 2003 as part of the troika. There is no doubting the enor-mous contribution we made to the overall establishment of this important instrument of Africa's people. Not only did we facilitate the establishment of the Commission but we also played our part in laying the foundation for two of the key institutions of the AU namely, the Pan African Parliament and the Peace and Security Council.

Director-General of Foreign Affairs
Dr Ayanda Ntsaluba

We also continued to support peacekeeping efforts particularly in the DRC and Burundi. Our hosting of the Inter-Congolese Dialogue and our facilitation of the processes which ushered in the period of the transitional government in the DRC and the attendant peace dividend will stand as firm testimony of our country's commitment to the building of a durable peace in our continent. The department also continued to provide support to the Deputy President in his capacity as a facilitator of the Burundi Peace Process. Whatever the occasional setbacks, it is clear that today there is more hope in Burundi than yesterday - and yesterday bears little resemblance to yester year.

In both the DRC and Burundi, however, more work needs to be done – a clear challenge for us in 2004/05.

Consistent with our government's directive, we continue to expand our presence in Africa with the addition of new missions in Burundi (October 2003), Cameroon (August 2003), Comores (March 2004), DRC/Lubumbashi (September 2003), Madagascar (January 2004) and Sudan (September 2003) during the cause of the year bringing our total to 34 as at end March 2004.

Although the European Union remains our biggest trading partner, the trend towards the diversification of our economic activity continues with impressive advances particularly with countries of the South, especially in Asia. Our missions have to consolidate this trend whether it be in the areas of trade, investment or tourism. There remains still enormous scope for expanding trade volumes and tourism especially with regards to Africa and Asia.

It is in this context that this year saw us partnering with Indonesia in establishing the Africa-Asia Subregional Organisations' Conference (AASROC) whose primary focus would be the promotion of interregional trade. We shall support a series of activities of AASROC in the coming year building to the 50th Anniversary Summit in Bandung in 2005.

Another major achievement this year in attempting to actualise South-South relationships was the establishment of the IBSA Dialogue Forum. Having been launched in Brasilia, we successfully participated in the 1st trilateral meeting in New Delhi. The programme of action that was adopted presents us with a major challenge so as to ensure that IBSA delivers on the promise it holds.

This year also saw bold initiatives that were aimed at projecting our country and continent. The beginnings of the 10 year celebrations gave focus to these initiatives as did the greater coordination that emerged between the work of various government departments including the Department of Foreign Affairs with other important players such as the IMC and SA-TOUR amongst others.

With all our challenges – ours is a good story. We should share it if only to deal a blow to the pronouncements of the Afro pessimists.

But we must also stay the course in the National project of building a humane, non-racial, non-sexist and people-centred society for in that lies the enormous power of example – our true potent weapon.

The Department of Foreign Affairs, therefore, in contributing to project our country, derives the power of its message from this reality of the unfolding South African story.

In order to support the execution of the broad and expanding operations of the department, this year also saw some attention being paid to the strengthening of our organisation. Key elements of this work included:

- Recruitment of young cadets. This is being continued in 2004/05.
- Strengthening of the management echelon – a task that is also ongoing.
- Commencement of the process of decentralised management which provides for corporate service support located in the Business Units thereby improving overall oversight over the work of our missions abroad. This work is in its early stages but carries great promise for improving efficiency and the quality of support to our officers abroad.
- Human Resource development is an important area for the department. A key instrument used by the department in this regard is the Foreign Service

Institute (FSI). We have commenced with the task of repositioning the FSI. In late 2003 we established a task team that visited similar institutions in a few selected countries. Key lessons learnt are being incorporated in the effort of improving the functioning of our institute. This covers such areas as staffing, type and duration of courses as well as course content. We are also in discussion with other relevant departments to improve the quality of their input.

- The PFMA requires of our department to have an effective system of internal controls that ensures efficient use of resources. During the period under review, our internal Audit Unit was significantly strengthened and elevated to the level of a Chief Directorate. An Audit Committee is also well established. A process has been initiated to further enhance the skills mix in the Audit Committee through new appointments.
- So as to improve overall financial management, a process of targeted selection of skilled personnel has started in addition to the installation of an IT

system aimed at speeding up our ability to reconcile our mission accounts. This work is being accelerated in the 2004/05 Financial Year.

- Our department is acutely aware of its vulnerability hence the need for strengthening overall security. This is an ongoing task which will receive priority attention in the coming year.

Overall, we are strengthening our organisation but more effort and time is needed if we are to live up to the enormous agenda before us.

I wish to place on record my profound and sincere gratitude to Minister Dlamini Zuma and Deputy Minister Pahad for their firm yet understanding stewardship of the department. Their guidance and support gives us the confidence necessary in executing such an enormous task. We celebrate their return to take charge and at the same time warmly embrace our new Deputy Minister Sue van der Merwe.

The Portfolio Committee and the National Council of Provinces have both supported us and yet kept us aware of our accounta-

bility to the people of our country. To them we recommit to nurture our relationship and undertake to do all that is necessary to support them in the discharge of their duty.

The department is blessed by having such a committed Audit Committee under the able leadership of Mrs B Londiwe Mthembu. I thank them for their support.

Finally, I wish to thank the staff of the Department of Foreign Affairs for their warmth, hard work and devotion to our country. Specific thanks to the Senior Management of the department especially Abdul Minty who helped me settle in their midst upon my arrival in the department. I remain conscious of their generous gesture.

Deputy Minister of Foreign Affairs Aziz Pahad and Foreign Affairs Director-General Dr Ayanda Ntsaluba at a press briefing

1.2 Information on the Ministry: Report of the Minister of Foreign Affairs

The year 2003 has been a very challenging yet exciting one.

At home we commenced a process of reflecting on the road we have travelled since our democratic elections in 1994. This covered both our domestic as well as our international efforts. This was a significant initiative as it looked back on our own ex-periences while simultaneously piecing to-gether what would be the key elements of our agenda over the next decade.

Out of this rigorous assessment we came to two bold conclusions. First, that while enormous challenges still remain in our ef-fort to build a better life for all our people,

Minister of Foreign Affairs
Dr Nkosazana Dlamini Zuma

we have nevertheless made decisive and bold beginnings. We have undoubtedly been true to our historic mission of turning our country away from the path of hopelessness, despair and hatred which was under-pinned by the system of apartheid, towards a humane, people-centred nonracial and non-sexist democracy characterised by hope, national reconciliation and pride in our common national identity.

Secondly, we have established ourselves firmly as a positive force for peace, sustainable people-centred development and rules based multilateralism in international affairs.

Our country today prides itself for its contribution to the international initiatives to fight the scourge of poverty and underdevelopment. We have supported and played critical roles in such global initiatives as the pursuit for the Millenium development goals, the World Summit for Sustainable Development (WSSD), Monterey financing for development.

On our own continent, the New Partnership for Africa's Development (NEPAD) programme is now universally accepted as the basis for socio-economic engagement with our continent. The African Peer Review Mechanism (APRM) has been developed as part of the NEPAD process in order to promote democracy, good governance and the attainment of peace and stability.

We have been strong advocates for greater unity of the South. This is what inspired us when together with India and Brazil we formed the IBSA Dialogue Forum. This same commitment has been the the basis of our central role in the establishment of Asia-Africa Sub-Regional Organisation Conference (AASROC) which aims at greater inter-regional trade between Africa and Asia.

In Cancun, the countries of the South began to reap the fruits of unity and co-ordinated action as they, through the G20+ made an impactful intervention which asserted the centrality of a fair agricultural dispensation in the current round of trade negotiation.

We have continued to make our humble effort towards the preservation of global peace. We continued our contribution to peace efforts on our continent both in the sphere of preventative diplomacy as well as through supporting peacekeeping efforts. Both our major commitments in Burundi and the Democratic Republic of Congo (DRC) have brought significant hope to these two sister countries.

In Burundi, we now have the reality of a significant scale-down of military action. Adversaries now sit together in government and try to chart the way in the interest of the people of Burundi. The Democratic Republic of Congo (DRC) has seen the installation of a transitional government, providing hope that this important country, which holds such promise for the development of our continent, will turn the corner and bring much needed stability in the Central part of Africa.

Of course, this work is far from done and the struggle for an enduring African peace and prosperity continues!

The year 2003 also saw us firmly locate ourselves in favour of multilateral solutions to the major global challenges facing humanity. Guided by this view, we

advocated a different approach to the issue of Iraq. We also worked in the IAEA to support this body in occupying centre stage on the issue of proliferation of WMD including dealing with Iran.

As the year ended, we supported the initiative of the Secretary-General of the United Nations in establishing the High Level Panel.

The Israeli/Palestinian Conflict remains a serious challenge for all of us. We are guided in our own actions by the respect for the United Nations inspired two - State Solution which rec-

Deputy Minister of Foreign Affairs Aziz Pahad

ognises the right of sovereign existence of both an Israeli as well as a Palestinian State – side by side within secure borders based on the 1967 "Green Line". This is what informed our submission to the International Court of Justice (ICJ) on the Separation Wall. A just solution that saves Palestinians and Israelis alike from the ravages of war is crucial and urgent.

But we also approach this conflict driven by the knowledge that for as long as it exists, there will never be stability in the Middle East and as such any claim to global security and peace will at best remain tenous and illusory.

Without any doubt, the centre-piece of our foreign policy has been our engagement with our continent. We have transformed ourselves from outcast to a respected, responsible member of the African family. This has been driven by our genuine love for our continent and her people. We need to nurture this engagement and be sensitive in particular to the reality of the disproportionate concentration of economic activity in our country. The year under review saw us conclude our tenure as Chair of the African

Union (AU) – a truly humbling experience. We continued to work as part of the troika and shall continue to devote our effort to the consolidation of this important creation of our people.

As part of strengthening the AU, we paid attention to the work of SADC. As part of the team that led the restructuring effort of SADC, we are happy to witness the conclusion of that process. We are also happy to see the beginning of the implementation of an RISDP that is well aligned to NEPAD. In the coming year we shall devote more attention to the further strengthening of SADC and do all that is possible to play our new role of Chair of the SADC Organ on Politics, Defence and Security Cooperation effectively.

This year also saw the inauguration of the Pan African Parliament and the establishment of the Peace and Security Council.

As we celebrate the honour of being granted the permanent Seat of the Pan African Parliament as well as being in the first group of countries to constitute the Peace and Security Council, we pledge our continued loyalty to the Cause of the African Renaissance. We are resolved to make our contribution to truly make this the African Century. The time has come for Africa to take its rightful and proud place as an equal on the world stage.

For the sake of South Africa, Africa and the world, let's keep firm on the path we have chosen. It is this path that will bring an end to poverty and underdevelopment, that will empower the African people, bring full emancipation to African women and a bright future for every African child. It is the correct path. Let us travel this path together.

Deputy Minister of Foreign Affairs Susan van der Merve

- 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 Foreign Affairs adheres to the following values:

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

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 and 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

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 Foreign Affairs, 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

South African Flag

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, the 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 Foreign Affairs 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 foci of the clusters. In terms on this mandate, the department participates in all five clusters and Co-chairs the International Relations, Peace and Security Cluster.

The Parliamentary Portfolio Committee on Foreign Affairs 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 105 missions in 91 countries abroad, and through the accreditation of 136 coun-

tries and 22 organisations resident in South Africa.

Defining South Africa's Foreign Policy

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

Our Presidents and Foreign 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 envi-

ronment, 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 Foreign Policy

The principles which serve as guidelines in the conduct of our foreign 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.
- 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 multilareralism 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 agreements 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.

THIRTY-EIGHTH ORDINARY SESSION OF THE ASSEMBLY OF HEADS OF STATE AND GOVERNMENT OF THE ORGANISATION OF AFRICAN UNITY

DURBAN, SOUTH AFRICA, 2002

PART 2:
HUMAN RESOURCES MANAGEMENT

HUMAN RESOURCES MANAGEMENT

The year 2003/04 turned out to be an interesting and challenging one for Human Resources within the Department. In the last financial year report, the Department indicated that it was going to focus on:
- Refining the Performance Management and Development System;
- Filling funded vacancies;
- Addressing Employment Equity requirements through Recruitment and Selection;
- Intensifying our training initiatives;
- Refining job profiles.

Indeed all the above were addressed successfully and the interventions are discussed below. The Department, however, had other Human Resource challenges that it focused on as well and these are also included in this report.

Performance Management and Development System

The system was further refined to comply fully with the Department of Public Service and Administration requirements. It has a strong element of development competencies and a comprehensive element of rewards and recognition. These are also clearly indicated in the Performance Management and Development Policy. Training was conducted throughout the organisation, at all levels. The response was good. The impact will be measured in the next financial year.

Training for employees in Missions remains a challenge, and various ways and opportunities are used to train them.

Filling funded vacancies

One of the difficulties the Department faced was operating with limited Human Resources capacity. Due to PSCBS Resolution no. 7 of 2002 the Department was not able to fill funded vacancies. Having complied with the resolution, when the morato-rium was lifted, 194 posts were advertised and 108 were filled successfully.

Organisational approach

The Department established dedicated panels with cross-functional representation, ensuring an organisational approach and effect as opposed to silo approach. This ensured that organisational needs were taken care of, and given priority.

Targeted selection

This is a specific methodology that the Department utilises to enhance the process of identifying suitable candidates. It increases the objectivity of the recruitment and selection process. All panel members were trained in the methodology.

Competency assessments

To further ensure that the Department is selecting the right individuals, with relevant competencies, the selection process includes competency assessments focusing on the required competencies. This meas-

ure has enhanced the Department's ability to select the most suitable candidates. This streamlined Recruitment and Selection process has been successful and has been incorporated into Department's Recruitment and Selection Policy. The Department is using the process to fill the remaining funded vacancies.

Further, the Department has aligned its recruitment and selection to the process of placing employees in South African Missions. This ensures that returning employees are given an opportunity to apply for promotional posts.

Employment Equity

The achievement of a representative workforce remains a challenge for the Department. For this reason, the Department used the Recruitment and Selection process to substantially impact on the Employment Equity profile. Of the 108 external appointments, 95 were black.

While the Department is doing relatively well with regard to race, it is not doing so well on the gender front. The whole organisation has been sensitised and mobilised to address this gap. The Department still has under representation of people with disability, and continues to actively seek out collaborations that will assist it to meet and exceed our target.

The Employment Equity Forum (CWG) has been reconstituted and is now focusing on broader Transformation issues as opposed to just Employment Equity. The CWG has a challenging agenda for the next financial year to address issues of diversity and culture.

Human Resource Development

The Department increased interventions in the area of training and development. In this regard, the Workplace Skills Plan was implemented. The one interesting and innovative initiative was the implementation of the generic training model/framework for the Department. This model identifies all the necessary training all employees of Foreign Affairs have to go through. The model focuses on both generic and core competencies and the output is a phased/modular training programme encompassing all the necessary competencies at a basic level. Once employees have been through this programme, they can continue with other specialised training interventions as indicated in their Personal Development Plans. The programme was successfully implemented with new employees who joined the Department in January 2004. It has been very well received and impactful. This program is now going to be compulsory for all new employees, and will be called the "Foundation Course" and will be offered at our Diplomatic Training Institute.

Other Human Resources Interventions

Retention

Human Resources engaged Senior Management on some issues that promote retention e.g. Succession Management; Career Management and Culture. These issues and others that focus on retention will be the Department's focus for 2004/05.

Resolution No. 7

The Department has fully complied with Resolution No. 7.

Repositioning of Employee Assistance Programme (EAP)

The Department has successfully repositioned what used to be the Employee Assistance Programme to the Employee Wellbeing Centre (EWC). The latter is more inclusive and focuses on health and wellbeing as opposed to sickness only. It is also proactive rather than reactive. The Employee Wellbeing Centre now has interesting interventions targeting all employees, without any labelling.

The HIV and AIDS Programme remains a key area of attention, as the Department will be mainstreaming it in the Department.

Foreign Service Dispensation

The Department has now implemented the new Foreign Service Dispensation and has ironed out most implementation difficulties.

The Department also started reviewing the Locally Recruited Personnel Dispensation.

This is for employees employed by DFA in all our Missions in host countries. The objective is to have a uniform approach, with respect for local law. This project will be reported fully in the next annual report.

Challenges for 2004/05

- Completing job profiles
- Conducting Skills Audit
- Consolidating and implementing retention strategies.
- Transformation and Employment Equity
- Continuous improvement of other Human Resources organisational processes.

1. SERVICE DELIVERY

The following tables reflect the components of the Service Delivery Improvement 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 Organisations			Outlined under Programme 2
Consular Services	South African citizens abroad, NGO's, International Organisations, Other Departments and Private Sector			Outlined under Programme 1
Protocol Services	Presidency, Provinces, Missions Accredited to South Africa			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			Outlined under Programme 2 & 3

Table 1.3- Service delivery access strategy

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

Table 1.4 - Service information tool

Type of information tool	Actual achievement
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	N/A

2. EXPENDITURE

During the year under review, the Department's objectives were realised through five programmes (**Programme 1: Administration; Programme 2: Foreign Relations, with specific emphasis on the African Union and NEPAD; Programme 3: Public Diplomacy; Programme 4: Foreign Properties; Programme 5: Auxiliary and Associated Services)**, however a bulk of personnel expenditure was incurred through the first three programmes.

The following tables summarise final audited personnel expenditure, (Table 2.1) Personnel cost by programme and (Table 2.2) Personnel costs by salary bands, however due to non availability of the information in Persal, figures are provided as per Financial Management System. In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes.

TABLE 2.1 – Personnel costs by programme, 2003/ 04

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	203 677 000	108 714 000	3 686 669.34	24 724 000	53.38%	183 020.20
Programme 2	1 391 974 000	814 717 000	14 459 545.25	116 245 000	58.53%	964 162.13
Programme 3	78 645 000	29 923 000	6 708 346.96	1 213 000	38.05%	167 167.59
Programme 4	77 602 000	0	0	9 058 000	0%	0
Programme 5	376 778 000	0	0	38 000	0%	0
Special Functions	4 000	0	0	0	0%	0
Total	**2 128 680 000**	**953 354 000**	**24 854 561.55**	**151 278 000**	**44.79%**	**589 217.55**

TABLE 2.2 – Personnel costs by salary bands, 2003/ 04

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Total as per Financial System	953 354 000	44.79%	589 217.55
Total	**953 354 000**	**44.79%**	**589 217.55**

The following tables provide a summary per programme (Table 2.3) and salary bands (Table 2.4), 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, 2003/ 04

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	7 285 105.06	0.76%	4 152 638.32	0.43%	1 549 142.76	0.16%	5 150 142.74	0.54%
Programme 2	125 445 176.26	13.15%	723 045.73	7.58%	899 191.42	9.43%	9 447 859.72	0.99%
Programme 3	19 267 314.99	2.02%	2 640 585.54	0.27%	417 444.53	4.37%	1 241 212.01	0.13%
Total	**214 997 596.31**	**22.55%**	**7 516 269.59**	**0.78%**	**2 865 778.71**	**0.30%**	**158 392 264.47**	**16.61%**

TABLE 2.4 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2003/ 04

Salary Bands	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
Total per Financial System	214 997 596.31	22.55%	7 516 269.59	0.78%	2 865 778.71	0.30%	158392264.47	16.61%
Total	**214 997 596.31**	**22.55%**	**7 516 269.59**	**0.78%**	**2 865 778.71**	**0.30%**	**158 392 264.47**	**16.61%**

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 has 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.

The establishment does not include Locally Recruited Personnel (LRP) and the information in this regard is reflected in table 8.1 and 8.2 Foreign Workers. In addition, due to the nature of the operations of DFA, some employees are kept in a Human Resources transitional list and is reflected on Persal as additional to the establishment. The number of posts excludes posts additional to the establishment, and is based on the posts as per approved organisational structure. The number of posts filled includes employees forming part of the approved establishment including officials additional to the establishment. Additional to the establishment comprises of officials returning from abroad awaiting placement at HO, officials on unpaid leave, secondments to the Presidency and Foreign Service Training etc.

TABLE 3.1 – Employment and vacancies by programme, 31 March 2004

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Programme 1	998	594	40.48	57
Programme 2	1 520	845	44.40	0
Programme 3	283	179	36.74	0
Total	**2 801**	**1 618**	**42.33**	**57**

It should be noted that despite the fact that the Department has a vacancy rate of 42.33%, 24.84% posts are regarded as vacant unfunded this therefore implies that more than 50% of the current vacancies should not be regarded as true vacancies. The true vacancy rate is therefore 17.49%.

TABLE 3.2 – Employment and vacancies by salary bands, 31 March 2004

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	275	202	26.54	0
Skilled (Levels 3-5)	260	104	60.00	0
Highly skilled production (Levels 6-8)	1 373	697	49.23	13
Highly skilled supervision (Levels 9-12)	643	463	27.99	22
Senior management (Levels 13-16)	248	150	39.51	22
Political Office Bearers	2	2	0	0
Total	**2 801**	**1 618**	**42.23**	**57**

TABLE 3.3 – Employment and vacancies by critical occupation, 31 March 2004

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
HOM	105	83	20.95	0
Diplomatic Corps	975	508	47.89	23
Senior Management	178	75	57.86	22
Total	**1 258**	**666**	**47.05**	**45**

The information in each case reflects the situation as at 31 March 2004. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

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. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. This was complemented by a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002.

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 2003 to 31 March 2004

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)							
Skilled (Levels 3-5)							
Highly skilled production (Levels 6-8)							
Highly skilled supervision (Levels 9-12)							
Senior Management Service Band A							
Senior Management Service Band B							
Senior Management Service Band C							
Senior Management Service Band D							
Total	0	0	0	0	0	0	0

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 might 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 2003 to 31 March 2004

Beneficiaries	African	Asian	Coloured	White	Total
Female					
Male					
Total	0	0	0	0	0

Employees with a disability	0

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 level exceed the grade determined by job evaluation, 1 April 2003 to 31 March 2004 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
0	0	0	0	0
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2002/ 03				0
Percentage of total employment				0

Table 4.4 summarises the beneficiaries of the above in terms of race, gender, and disability.

TABLE 4.4 – Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2003 to 31 March 2004 (in terms of PSR 1.V.C.3)

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2003/ 04	None

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 2003 to 31 March 2004

Salary Band	Number of employees per band as on 1 April 2003	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	213	0	10	4.69
Skilled (Levels 3-5)	117	2	4	1.70
Highly skilled production (Levels 6-8)	483	34	16	3.72
Highly skilled supervision (Levels 9-12)	659	52	24	4.24
Senior Management Service	173	12	18	3.46
Political Office Bearers	2	0	0	0
Total	1647	108	72	2.18

TABLE 5.2 – Annual turnover rates by critical occupation for the period 1 April 2003 to 31 March 2004

Occupation:	Number of employees per occupation as on 1 April 2003	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Heads of Mission	87	4	5	1.14
Diplomatic Corps	618	8	19	1.77
Senior Management	173	44	9	20.23
Total	878	56	33	2.61

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

Table 5.3 – Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	10	13.90%
Resignation	28	38.89%
Expiry of contract	5	6.94%
Dismissal – operational changes	0	0%
Dismissal – misconduct	6	8.33%
Dismissal – inefficiency	0	0%
Discharged due to ill-health	6	8.33%
Retirement	14	19.44%
Transfers to other Public Service Departments	3	4.17%
Total	**72**	**100%**
Total number of employees who left as a % of the total employment		**4.37%**

During the period under review, 72 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 category (i.e. Levels 9-12). However, the Department recruited 108 employees on various levels to provide for the required human resources to fulfil the core business of Foreign affairs. It is important to report that the implementation of Resolution No. 7, which is aimed at the restructuring and transformation of the Public Service affected the recruitment drive of the Department.

Table 5.4 – Promotions by critical occupation

Occupation	Employees as at 1 April 2003	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Heads of Mission	87	0	0	0	0
Diplomatic Corps	618	18	2.91%	177	28.64%
Senior Management	173	3	1.73%	3	1.73%
Total	**878**	**21**	**2.39%**	**180**	**20.50%**

Table 5.5 – Promotions by salary band

Salary Band	Employees 1 April 2003	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	213	0	0%	172	80.75%
Skilled (Levels 3-5)	117	0	0%	60	51.28%
Highly skilled production (Levels 6-8)	483	15	3.10%	303	62.73%
Highly skilled supervision Levels9-12)	659	58	8.80%	392	59.48%
Senior management (Levels13-16)	173	3	1.73%	4	2.31%
Total	**1 647**	**76**	**4.61%**	**931**	**56.52%**

6. EMPLOYMENT EQUITY

6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2004

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	183	14	29	102	80	11	19	58	**496**
Professionals	37	6	3	22	23	1	1	22	**115**
Technicians and associate professionals	106	14	11	107	82	1	8	104	**433**
Clerks	50	3	4	12	125	18	8	131	**351**
Service and sales workers	31	4	0	7	11	1	0	0	**54**
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	**0**
Craft and related trades workers	0	0	0	0	0	0	0	0	**0**
Plant and machine operators and assemblers	17	0	0	0	0	0	0	0	**17**
Labourers and Related workers	54	0	0	0	95	1	0	2	**152**
Total	**478**	**41**	**47**	**250**	**416**	**33**	**36**	**317**	**1 618**
Employees with disabilities	**6**	**1**	**1**	**10**	**1**	**0**	**0**	**3**	**22**

6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2004

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	5	0	3	0	2	0	0	0	**10**
Senior Management	50	2	9	29	20	4	1	11	**126**
Professionally qualified and experienced specialists and mid-management	175	27	24	185	125	8	15	143	**702**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	92	6	9	25	115	16	15	140	**418**
Semi-skilled and discretionary decision making	59	4	2	4	46	2	5	9	**131**
Unskilled and defined decision making	97	2	0	7	108	3	0	14	**231**
Total	**478**	**41**	**47**	**250**	**416**	**33**	**36**	**317**	**1 618**

6.3 Recruitment for the period 1 April 2003 to 31 March 2004

Occupational Bands	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	5		1	2	2			2	**12**
Senior Management	3				1		1		**5**
Professionally qualified and experienced specialists and mid-management	1								**1**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	40	1	5	1	30	0	5	2	**84**
Semi-skilled and discretionary decision making					2				**2**
Unskilled and defined decision making									
Total	**49**	**1**	**6**	**3**	**33**	**0**	**6**	**8**	**108**

6.4 Promotions for the period 1 April 2003 to 31 March 2004

Occupational Bands	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	0	0	0	0	0	0	0	0	**0**
Senior Management	1	0	1	1	0	0	0	0	**3**
Professionally qualified and experienced specialists and mid-management	91	16	14	131	74	4	8	112	**450**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	61	8	6	18	80	13	11	125	**322**
Semi-skilled and discretionary decision making	36	2	0	2	16	1	0	4	**61**
Unskilled and defined decision making	73	0	0	2	94	1	0	2	**172**
Total	**262**	**26**	**21**	**154**	**264**	**19**	**19**	**243**	**1008**

6.5 Terminations for the period 1 April 2003 to 31 March 2004

Occupational Bands	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	1								**1**
Senior Management	6	1	2	6	2				**17**
Professionally qualified and experienced specialists and mid-management	3	1	1	8	3	1	1	6	**24**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	2	1		2	5	1		5	**16**
Semi-skilled and discretionary decision making	4								**4**
Unskilled and defined decision making	6			1	3				**10**
Total	**22**	**3**	**3**	**17**	**13**	**2**	**1**	**11**	**72**

A reduction in termination of services of employees were experienced with specific reference to Senior Management, Professionally qualified and experienced specialists and mid-management and Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents.

6.6 Disciplinary action for the period 1 April 2003 to 31 March 2004

	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Disciplinary action	9			2	1			3	**15**

6.7 Skills development for the period 1 April 2003 to 31 March 2004

Occupational categories	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Legislators, senior officials and managers	50	2	5	35	54	3	15	40	**234**
Professionals									
Technicians and associate professionals	41	4	4	36	66		6	52	**209**
Clerks	25	3	2		60	14	7	63	**174**
Service and sales workers									
Skilled agriculture and fishery workers									
Craft and related trades workers									
Plant and machine operators and assemblers									
Elementary occupations	17				22				**39**
Total	**133**	**9**	**11**	**71**	**232**	**17**	**28**	**155**	**656**

Employees with disabilities	2								

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 6.1), salary bands (Table 6.2) and critical occupations (Table 6.3)

TABLE 7.1 – Performance Rewards by race, gender, and disability, 1 April 2003 to 31 March 2004

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African		894			
Male	40	478	8.36%	315 000	7 875
Female	62	416	14.90%	443 000	7 145.16
Asian		83			
Male	3	47	6.38%	68 000	22 666.66
Female	1	36	2.77%	11 000	11 000
Coloured		74			
Male	4	41	9.75%	110 000	27 500
Female	4	33	12.12%	34 000	8 500
White		567			
Male	12	250	4.8%	264 000	22 000
Female	27	317	8.51%	383 000	14 185.18
Employees with a disability	1	22	4.54%	13 000	13 000
Total	**154**	**1 618**	**9.51%**	**1 641 000**	**10 655.84**

TABLE 7.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2003 to 31 March 2004

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	59	202	29.20%	279 000	4 728.81	2.29%
Skilled (Levels 3-5)	17	104	16.34%	114 000	6 705.88	1.19%
Highly skilled production (Levels 6-8)	47	697	6.74%	587 000	12 489.36	6.15%
Highly skilled supervision (Levels 9-12)	29	463	6.26%	600 000	20 689.65	6.29%
Total	**152**	**1 466**	**10.36%**	**1 580 000**	**10 394 .73**	**0.16%**

TABLE 7.3 – Performance Rewards by critical occupations, 1 April 2003 to 31 March 2004

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Heads of Mission	0	83	0%	0	0
Diplomatic Corps	12	516	2.32%	184 000	15 333.33
Senior Management	1	150	0.66%	47 000	47 000
Total	**13**	**749**	**1.73%**	**231 000**	**17 769.23**

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	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band			
Band A						
Band B						
Band C	1	9	11.1%	47 000	4 700	4.92%
Band D						
Total	**1**	**9**	**11.1%**	**47 000**	**4 700**	**4.92%**

8. FOREIGN WORKERS

TABLE 8.1 – Foreign Workers, 1 April 2003 to 31 March 2004, by salary band

Salary Band	1 April 2003		31 March 2004		Change	
	Number	% of total	Number	% of total	Number	% change
Africa	645	34.07	693	34.88	48	0.075
Asia & Middle East	445	23.51	480	24.16	35	0.079
Americas and Europe	715	37.77	724	36.44	9	0.013
Multilateral	88	4.70	90	4.52	2	0.023
Total	**1 893**	**100**	**1987**	**100**	**94**	**0.050**

TABLE 8.2 – Foreign Worker, 31 March 2004 – Bonusses paid to Locally recruited personnel (LRP) employed in missions abroad

Major Occupation	31 March 2004	
	Expenditure (R'000)	% of Total
Africa	2 277 088	10.73%
Asia and Middle East	4 734 838	22.32%
Americas and Europe	13 530 309	63.78%
Multilateral	672 827	3.17%
Total	**21 215 062**	**100%**

9. LEAVE UTILISATION FOR THE PERIOD 1 JANUARY 2003 TO 31 DECEMBER 2003

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 2003 to 31 December 2003

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)	893	83.1	136	14	7	120 000
Skilled (Levels 3-5)	503	74.6	71	7.3	7	86 000
Highly skilled production (Levels 6-8)	1 952	68.8	300	30.9	7	651 000
Highly skilled supervision (Levels9-12)	2 734	74.2	401	41.3	7	1 659 000
Senior management (Levels 13-16)	378	75.1	62	6.4	6	575 000
Total	**6 460**	**73.9**	**970**	**100**	**7**	**3 091 000**

TABLE 9.2 – Disability leave (temporary and permanent), 1 January 2003 to 31 December 2003

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)	428	97.2	16	11.3	27	59 000
Skilled (Levels 3-5)	103	95.1	8	5.7	13	18 000
Highly skilled production (Levels 6-8)	951	98.1	65	46.1	15	306 000
Highly skilled supervision (Levels 9-12)	1 014	97	47	33.3	22	627 000
Senior management (Levels 13-16)	95	97.9	5	3.5	19	142 000
Total	**2 591**	**97.4**	**141**	**100**	**18**	**1 152 000**

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 2003 to 31 December 2003

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	5 068	24.84
Skilled Levels 3-5)	2 236	21.92
Highly skilled production (Levels 6-8)	11 705	25.61
Highly skilled supervision(Levels 9-12)	16 599	23.51
Senior management (Levels 13-16)	1 482	14.25
Total	**37 090**	**23.42**

TABLE 9.4 – Capped leave, 1 January 2003 to 31 December 2003

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2003
Lower skilled (Levels 1-2)	153	1	65
Skilled Levels 3-5)	80	0	44
Highly skilled production (Levels 6-8)	592	2	49
Highly skilled supervision(Levels 9-12)	1 155	4	77
Senior management (Levels 13-16)	319	1	101
Total	**2 299**	**8**	**68**

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

TABLE 9.5 – Leave payouts for the period 1 April 2003 to 31 March 2004

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave payout for 2003/04 due to non-utilisation of leave for the previous cycle	266 788.19	64	4 168.57
Capped leave payouts on termination of service for 2003/04	2 255 947.06	23	98 084.65
Current leave payout on termination of service for 2003/04	242 690.85	39	6 222.84
Total	**2 765 426.10**	**126**	**108 476.06**

10. HIV and AIDS & HEALTH 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
All employees assisting fellow employees who are injured on duty	The Department has purchased First Aid Kits for the different buildings

TABLE 10.2 – Details of Health Promotion and HIV and 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 implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Ms Mathu Nompozolo, Chief Director: Human Resources
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well being 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		The Employee Wellbeing Centre (EWC) is made up of 3 Professionals, of which 1 is tasked with the HIV and AIDS workplace programme, and 1 Chief Foreign Affairs Assistant. Budget for entire EWC is R3,669,388.00
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		1. Implementation on of HIV and AIDS workplace programme. 2. Employee Wellness and performance enhancement 3. Employee Wellness related policy development
4. Has the department established (a) committee(s) as contemplated in Part VI 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		Committee is in the process of being reviewed, because it was not representative of all Stakeholders.
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		The Department is in the process of doing so. The HIV and AIDS workplace policy is informing the process of non-discrimination
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		Approved non-discriminatory HIV and AIDS workplace policy

7. Does the department encourage its employees to undergo Voluntary Counseling and Testing? If so, list the results that you have you achieved.	X		During awareness events, the message of "know your status" is emphasized. The EWC do VCT on request with individuals. Have referred 40 employees for VCT. No employees are living openly with their HIV status.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	X		1. EWC statistics on: • Number of peer educators and employees trained. • Number of employees utilizing care and support services • Number of employees undertaking voluntary counseling and testing 2. Progress reports to Dept of Health and DPSA 3. Risk analysis with follow-up interventions

11. LABOUR RELATIONS

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

TABLE 11.1 – Collective agreements, 1 April 2003 to 31 March 2004

Subject Matter	Date
Policy Steps	2004.03.25

TABLE 11.2 – Misconduct and disciplinary hearings finalised, 1 April 2003 to 31 March 2004

Outcomes of disciplinary hearings	Number	% of total
Written warning	2	16%
Final written warning	3	25%
Dismissal	6	50%
Case withdrawn	1	9%
Total	**12**	**100%**

TABLE 11.3 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Negligence	1	9.09%
Insubordination	1	9.09%
Assault	1	9.09%
Absenteeism	1	9.09%
Breach of Security	1	9.09%
Unauthorised Expenditure	1	9.09%
Unbecoming Conduct	1	9.09%
Theft	2	18.18%
Misuse of government property	2	18.18%
Total	**11**	**100%**

TABLE 11.4 – Grievances lodged for the period 1 April 2003 to 31 March 2004

	Number	% of Total
Number of grievances resolved		
Number of grievances not resolved	18	100%
Total number of grievances lodged	**18**	**100%**

TABLE 11.5 – Disputes lodged with Councils for the period 1 April 2003 to 31 March 2004

	Number	% of Total
Number of disputes upheld	-	-
Number of disputes dismissed	1	20%
Number of disputes pending	2	40%
Number of disputes resolved	2	40%
Total number of disputes lodged	**5**	**100%**

TABLE 11.6 – Strike actions for the period 1 April 2003 to 31 March 2004

Total number of person working days lost	
Total cost (R'000) of working days lost	N/A
Amount (R'000) recovered as a result of no work no pay	N/A

TABLE 11.7 – Precautionary suspensions for the period 1 April 2003 to 31 March 2004

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	3 months
Cost (R'000) of suspensions	

12. SKILLS DEVELOPMENT

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

12.1 Training needs identified 1 April 2003 to 31 March 2004

Occupational Categories	Gender	Number of employees as at 1 April 2003	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	170		49		49
	Male	340		45		45
Professionals	Female	230		31		31
	Male	302		30		30
Technicians and associate professionals	Female	0				
	Male	0				
Clerks	Female	290		41		41
	Male	74				
Service and sales workers	Female	14				
	Male	46				
Skilled agriculture and fishery workers	Female	0				
	Male	0				
Craft and related trades workers	Female	0				
	Male	0				
Plant and machine operators and assemblers	Female	0				
	Male	22				
Elementary occupations	Female	100		19		19
	Male	55		17		17
Other	Female	4				
	Male	0				
Total		1 647		232		232

12.2 Training provided 1 April 2003 to 31 March 2004

Occupational Categories	Gender	Number of employees as at 1 April 2003	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	170	17	269		286
	Male	340	17	295		312
Professionals	Female	230	8	189		197
	Male	302	4	124		128
Technicians and associate professionals	Female	0				
	Male	0				
Clerks	Female	290	25	255		280
	Male	74	4	81		85
Service and sales workers	Female	14				
	Male	46				
Skilled agriculture and fishery workers	Female	0				
	Male	0				
Craft and related trades workers	Female	0				
	Male	0				
Plant and machine operators and assemblers	Female	0				
	Male	22				
Elementary occupations	Female	100				
	Male	55				
Other	Female	4		39		39
	Male	0		27		27
Total		1 647	75	1 279		1354

In addition, the Department has an in-house training centre, Foreign Service institute (FSI) which provides training for our employees in preparation for their possible placement abroad. Savings realised can be attributable to the implementation of resolution No 7, which put a moratorium on appointments. The Department has also provided the following programmes in terms of the Workplace Skills Plan for 2002/2003 financial year: Project Management, Financial Management for non-financial managers, Computer training, Economic literacy, Image Building, Report Writing.

13. INJURY ON DUTY

The following tables provide basic information on injury on duty.

TABLE 13.1 – Injury on duty, 1 April 2003 to 31 March 2004

Nature of injury on duty	Number	% of total
Required basic medical attention only	2	100%
Temporary Total Disablement	0	0%
Permanent Disablement	0	0%
Fatal	0	0%
Total	**2**	**100%**

14. UTILISATION OF CONSULTANTS

Table 14. 1: Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Job Profiles & Skills Audit	6	1 year	R735 300
Competency Assessment	6	1 year	R770 000
Total number of projects	**Total individual consultants**	**Total duration: Work days**	**Total contract value in Rand**
2	12	1 year	R1435 300

Table 14.2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Job Profiles & Skills	51	51	6
Competency Assessment	50	50	6

Table 14.3: Report on consultant appointments using Donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
0	0	0	0
Total number of projects	**Total individual consultants**	**Total duration: Work days**	**Total contract value in Rand**
0	0	0	0

Table 14.4: Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
0	0	0	0

Foreign Affairs Deputy Director-General Mkuseli Apleni (right) presents an award for participation in the 7th International Fair

Foreign Affairs Deputy Director-General Ambassador Mamabolo at the South Africa Tunisia Bilateral meeting in Pretoria

Foreign Affairs Deputy Director-General Abdul Minty during a press conference in Pretoria

The Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma and Foreign Affairs Deputy Director-General Dr Anil Sooklal at an AASROC consultative meeting

German Chancellor Gerhard Schröder is met by the Chief of State Protocol Billy Modise, the Minister of Foreign Affairs Dr Nkosazana Dlamini Zuma and Foreign Affairs Deputy Director-General Ndumiso Ntshinga