the **dfa**

Department:
Foreign Affairs
REPUBLIC OF SOUTH AFRICA

Cover Pictures:

Minister of Foreign Affairs, Dr Nkosazana Dlamini Zuma (right) with the United Nations Secretary General Koffi Annan (left) during his official visit to South Africa, Cape Town..

Deputy Minister of Foreign Affairs, Mr Aziz Pahad (right) recieving Chinese Premier Wen Jibao (left) with Ambassador Ndumiso Ntshinga (middle) at Cape Town International Airport..

Deputy Minister of Foreign Affairs, Ms Sue van der Merwe with Ambassador Gert Grobler visiting the Cradle of Human Kind guided through the exhibits by Trish Hannekom. .

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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 2005/06 Annual Report of the Department of Foreign Affairs.

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Dr Ayanda Ntsaluba
Director-General:
Department of Foreign Affairs

The Director-General Dr Ayanda Ntsaluba hosting the secretaries of the Department for lunch at Lombardy Estates Pretoria.

EXECUTIVE SUMMARY BY THE DIRECTOR-GENERAL

During the year under review, South Africa worked extensively to ensure that new chapters in South Africa's international relations continue to open. In the main, South Africa continued to lobby and work towards a more people-centred and rules-based global system.

In pursuing South Africa's objective, the Department's foreign policy activities and interventions were guided by the Department's Strategic Plan 2005-2008 - a blueprint that outlines the service delivery of the Department as directed by the Minister of Foreign Affairs.

With regards to the African agenda, the Department helped to capacitate the Southern African Development Community (SADC) and the African Union (AU) and its structures. Furthermore, the Department with other sister departments were part of the process aimed at the operationalisation of the AU Specialised Technical Committees (STCs).

The reporting period also witnessed the African continent's women networks making valuable strides in promoting gender equality throughout the continent. In support of the struggle for women's emancipation across the continent, the Department of Foreign Affairs and The Presidency were part of an initiative to implement the Declaration on Gender Equality as adopted by the AU. Although more work still has to be done it is important to note that a firm foundation has been laid in this regard and it is up to all AU member countries,

including South Africa, to increase the gains in realising gender equality in the coming year.

Substantial work was carried out to engage other significant role-players in strengthening the functioning of the African Court of Justice and the African Court on Human and People's Rights. The Department in conjunction with the Department of Justice and Constitutional Development, organised a meeting of experts on the draft legal instrument for a merged court that subsequently took place in November 2005 in Algiers, Algeria. South Africa will remain engaged with this process to ensure an effective functioning of these courts.

With regard to the AU Peace and Security Council (PSC) the Department together with the Department of Defence, continued to offer support to the AU Peace and Security Council. South Africa, as the Chair of the PSC for the month of September 2005, convened and fully participated in the 4th Brainstorming Retreat held from 4 to 5 September 2005 in Durban to discuss the development of a Framework for post-conflict reconstruction and development.

In addition, during the year under review the AU adopted the Non-Aggression and Common Defence Pact and South Africa committed itself to examining the Pact for speedy ratification purposes. The country also joined efforts to establish the African Standby Force by 2010 consisting of five standby Brigades.

In operationalising the Early Warning System, the South African police were deployed to the African Mission in

Sudan in June 2005. Subsequently, South Africa participated in the workshop on the SADC Early Warning System which took place in Pretoria in November 2005 where proposed Information Communication Technology (ICT) systems and a draft Insecurity and Conflict Indicators document were unanimously adopted.

In supporting the regional development issues South Africa participated in efforts to complete the restructuring of SADC. The main challenge was to implement the SADC Programme of Action, in particular the Regional Indicative Strategic Development Plan (RISDP). The other challenges were the strengthening of the governance aspects and capacity-building within SADC, especially within the Secretariat. In this regard, officials from our government were seconded to Gaborone to help strengthen and capacitate the Secretariat.

In accelerating regional integration and working towards the full implementation of the RISDP there has been commendable progress. The Progress Report was presented to the SADC Council of Ministers in August 2005. Furthermore, South Africa continued to play a meaningful role as Chair of the SADC Organ on Security before handing over the Chairpersonship of the Organ to Namibia in August 2005. South Africa remains a fully committed member of the SADC Troika.

South Africa continued to mobilise support for the strengthening of Regional Economic Communities (REC's), including SADC, in order to strengthen the possibility of realising the drive for a strong African Economic Community. Hence, the Department, with the assistance of the Department of Trade and Industry (DTI), presented a Draft Protocol meant to further improve Relations between the AU and RECs to the AU Summit in July 2005.

The process of engaging the African Diaspora continued to accelerate during the year under review. South Africa remained convinced of the need to work closely with the Caribbean Community and Common Market (CARICOM). Necessary preparations were put in place for the African and Diaspora intellectuals meeting scheduled for Brazil in July 2006 as a precursor to the African Diaspora Summit which will be hosted in 2007.

Our focus continued to be increasingly on active engagement and providing tangible support to Africa's regional peace initiatives and processes. During the year under review, the revised White Paper on South Africa's involvement in International Peace Missions and the draft AU Post-Conflict and Reconstruction Policy Framework were major instruments that were completed.

Furthermore, as part of the AU collective, South Africa was mandated by the AU to mediate a peace settlement in Côte d'Ivoire. In addition, through multilateral, continental, regional and bilateral engagements, South Africa continued to support peace building and reconstruction endeavours in Burundi, Somalia, the Democratic Republic of Congo, Rwanda, the Comoros, Eritrea-Ethiopia, Mauritania, Central Africa Republic, Liberia, and Sierra Leone.

A successful Asia-Africa Summit was held during April 2005 in Jakarta, which led to the birth of the New Asian-African Strategic Partnership (NAASP), co-chaired by both South Africa and Indonesia. Preparations were also finalised for the NAASP meeting to be held in South Africa in September 2006 to finalise concrete projects such as the establishment of a website, virtual secretariat to facilitate trade, tourism and investment, as well as the launching of a satellite and a capacity-building programme.

South Africa hosted a successful Conference on Progressive Governance in February 2006. South Africa contributed to the two main themes of the conference namely: development in Africa; and policy challenges of the 21st Century relating to economic growth, new security threats and building cohesive societies. The Department, with other sister Departments played a pivotal role in the planning, organising and execution of the proceedings at the event.

South Africa as an immediate past chair of the Non-Aligned Movement (NAM) and an active member of the NAM Troika, remained committed to the guiding principles of the Movement. As such, the country continued to

lobby for the centrality of multilateralism and application of the UN Charter in the resolution of international disputes. Minister Dr Nkosazana Dlamini Zuma participated in the various NAM meetings held in New York on the margins of the United Nations General Assembly's 60th regular session from 14 to 16 September 2005. Multilaterally, South Africa continued to promote world peace, security, justice, equality, democracy and development. South Africa remains prepared for the next 14th NAM Summit to be held in Havana in September 2006.

Within the World Trade Organisation, South Africa continued to support the implementation of the African development agenda, through actively negotiating as a member of the African Group, the Group of 20 (G20) (Agriculture) and the Cairns Group (Agriculture). South Africa led the NAMA-11, a group formed just before the Hong Kong Ministerial conference held in December 2005, focusing on negotiations in Non-agricultural Market Access. The Hong Kong Ministerial Conference signalled the possibility for collaboration to harmonise positions of developing countries within the WTO relating to important issues such as trade regulations.

In terms of the Group of Eight (G8) Summit, South Africa participated in the Africa Partnership Forum in London held in October 2005 to discuss the Joint Plan of Action and fast-track the implementation of agreed priorities and actions for the development of Africa. South Africa continued to lobby for the key African continent objectives in relation to its engagements with the G8 member-states. In this regard, South Africa partnered with countries that supported transformation of the South-North relationship so as to align it with Africa's priorities as outlined in the NEPAD Strategy and to induce the much-needed capital inflows in order to realise the NEPAD objectives for development.

Work in preparation for the 2010 FIFA world Cup proceeded as planned. Co-operation in the field of knowledge and skills transfer with Germany with regards to the 2010 World Cup Soccer also intensified. During the reporting period, a successful Business and Investor Congress, focusing on the 2010 Soccer World Cup, was held in Germany.

Discussions are underway to ensure that all the SADC member countries benefits from SA hosting 2010 FIFA World Cup and that this will truly be an event for the entire African continent.

Internally the Department's human resource management objectives were pursued more vigorously. The Branch: Foreign Service Institute & Human Resources Management managed to establish the human resource capacity needs in order for the Department to meet its diverse challenges. It is crucial to mention that the range of skills and competencies found to be required remain an enormous challenge that the Department and the Branch will work vigorously to attain in the near future.

Although a lot of effort went into increasing gender representativity within the Department, especially at Senior Management level and the number of people with disabilities in the organisation employment equity remained a challenge. To address this situation the Department started an internal process of developing an employment equity plan and undertaking a thorough analysis of the human resource policies as well as auditing the current organisational culture. This is crucial if the Department is to succeed in creating a cultural environment where employment equity will be sustainably achieved. These processes are expected to be completed by the end of the 2006/2007 financial year.

The country's representation abroad has also grown with the opening and operationalisation of the following missions: Colombo (Sri Lanka), Conakry (Bissau), N'djamena (Chad) and Suva (Fiji). In our quest to have an increased representation, especially in Africa more Missions will be opened in the coming year.

Sincere gratitude goes to the Minister Dr Nkosazana Dlamini Zuma, Deputy Minister Aziz Pahad and Deputy Minister Sue van der Merwe for their continuous tireless engagement in working for the views and positions of Africa and the entire developing world and ensuring that South Africa continued to make tremendous impact in positively shaping issues within the global arena.

The Department further fully appreciates the exceptional support and guidance of the International Relations, Peace and Security Cluster, the Portfolio Committee on Foreign Affairs and the National Council of Provinces.

To the Department's Audit Committee and Internal Audit team, all the staff at head office and in our Missions abroad, especially all the management members who gave their all to push the department to higher achievements, you are the valuable priceless assets and I thank you for your contribution to the success of the Department.

In general, there have been improvements in the work of the Department and this came about because of the continued commitment of all the staff to creating a better life, within a better Africa and a better world. But there are more challenges to deal with and all of us should re-commit more of ourselves in ensuring an improved performance in the coming year in dealing with other areas within the Department's ambit that still require improvement, while also sustaining the achievements of the past year. Let us all aim higher in working for a South Africa that exists within Africa and the world that we can all be proud of.

The Minister of Foreign Affairs
Dr Nkosazana Dlamini Zuma .

REPORT OF THE MINISTER OF FOREIGN AFFAIRS

The past year has again offered many challenges as well as opportunities for South Africa's foreign policy and for the Department of Foreign Affairs. Most notably, we were honoured to be involved in the process of preparing for the first democratic elections in the DRC in forty years, assisting international efforts to resolve the conflict in Sudan, and actively participating in the reform of the United Nations.

In all our activities we strived to be agents of progressive change and were inspired by the commemoration of 60 years of the United Nations, 50 years of the Freedom Charter, 50 years of organised African and Asian solidarity, 25 years of SADC and the first Decade of Democracy in South Africa.

In all our efforts, we were guided by a sound, shared, long-term vision of South Africa's future. We continued to work with other like-minded parties to expand the existing political space for the realisation of a better life for all. We showed our commitment to engaging our people in the development and execution of our Foreign policy by holding an Imbizo in Cape Town under the theme of "A People United in Peace and Friendship towards a better Africa in a Better World" which was aimed at building a partnership between government, academia, students and surrounding communities.

We celebrated SADC's 25th Anniversary at a Summit, which sought to address common concerns in the fields of politics, economics and social engagement. Among other achievements, the Summit saw the admission of Madagascar as the 14th member of SADC, and the adoption of the Protocol on the Facilitation of Movement of Persons within SADC.

We continued our efforts to support the African

Agenda, including the promotion of more effective functioning of the Regional Economic Communities, the organs of the AU and NEPAD. We also focused on the further integration of SADC, as well as the establishment and permanent housing of the Pan African Parliament. We also continued our collective efforts to promote and entrench NEPAD as the primary framework for creating the conditions to stimulate development and growth.

Our continent made significant strides as we saw some African countries holding democratic elections for the first time in their history and stability emerging in previously war-torn countries. It was during this remarkable past year that Liberia elected Ms Ellen Johnson-Sirleaf as Africa's first female Head of State.

As part of our continent's struggle to bridge the distance between governments and their peoples, we worked together to operationalise the Economic, Social and Cultural Council (ECOSOCC) of the African Union. The two-day National Consultative Conference held on 28 September 2005, which included a broad spectrum of civil society (of the South African Chapter of the ECOSOCC), showed that we need a strong, viable, effective, sustainable and representative civil society to respond to current regional and global developments

We prioritised peace and stability as a condition for development through active participation in peacekeeping initiatives. In this regard, we embarked on a Common African Defence and Security Policy which emphasises multilateralism and collective security.

Through our commitment to the NEPAD process, we contributed capacity and political support for the implementation of NEPAD programmes and priority sectors.

Historically intractable conflicts on the continent are being addressed with African solutions being found. Mechanisms and agreements to ensure peace are in place in every instance of conflict on the continent and post-conflict reconstruction initiatives are being developed, as witnessed by our own contributions in the DRC, Burundi and the Sudan.

The India, Brazil, South Africa Dialogue Forum (IBSA) remains of strategic importance to our country. We believe that it provides an ideal platform to harmonise positions and views on a range of issues. Through active participation in this triangular strategic co-operation arrangement, we seek to make an important contribution to strengthening South-South co-operation and the development of innovative South-South co-operation programmes.

In September 2005, we were elected as Chair of the G77 and China for 2006. Our main objective as Chair remains that of promoting the development agenda of the South, including enhancing the standing of the Group as a constructive and responsible partner in promoting South-North relations.

In 2005, we actively supported and participated in the UN Secretary-General's initiative to comprehensively reform the United Nations, particularly on the occasion of the 60th anniversary of the establishment of the UN. This largest-ever Summit of the United Nations General Assembly took important decisions on UN reform, but did not meet all the expectations of the Member States.

As President Thabo Mbeki indicated in his address to the 60th Session of the General Assembly, "one of the facts that stands out sharply from the review is that in truth we have not made the decisive progress we thought we would make with regard to the critical issue of the reform of the United Nations." We

**The Deputy Minister of Foreign Affairs
Mr Aziz Pahad.**

continue to believe that a stronger and more efficient United Nations is the only hope for addressing the global challenges we face. United Nations reform therefore remains a work in progress and we continue to actively participate in this endeavour, particularly in support of the African Common Position (the Ezulwini Consensus).

We remain committed to the cause of international peace and security and will continue to work towards a world that is totally free of all weapons of mass destruction. In this regard, we fully recognise the inalienable right of all nations to the use of nuclear technology for peaceful purposes.

The situation in the Middle East still remains a major cause for concern and we continued to support the Middle East Peace Process by calling on all parties to commit to negotiating a comprehensive, just and lasting peace.

Our Government is of the firm conviction that the Road Map provides the best mechanism to address the Israeli Palestinian Conflict, and establish a viable and independent Palestinian state peacefully co-existing side by side with the State of Israel within secure border. We stand ready to share our own experience with a wide cross-section of Israeli and Palestinian civil society.

The Deputy Minister of
Foreign Affairs
Ms Sue van der Merwe.

Our work over the past year gave expression to our firm belief that the 21st century will bring peace, prosperity and cultural revival to the African Continent.

In conclusion, I would like to thank President Thabo Mbeki for his outstanding leadership in guiding our active role in international relations. My thanks also go to the Deputy President and the rest of my cabinet colleagues both for their guidance and support. The Committees of Parliament also deserve well earned recognition. I also wish to thank Deputy Minister Aziz Pahad and Deputy Minister Sue van der Merwe without whose invaluable contribution our work would have been more difficult. Furthermore, I thank all the members of the Department of Foreign Affairs for their unwavering commitment to peace on the African continent and to work towards the realisation of the African Renaissance. As Kwame Nkrumah observed 43 years ago, "in Africa - the things that unite us are more than those that keep us apart and divided." I look forward to the next year with vigour and expectations for more achievements in the continental and international arena.

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Department:
Foreign Affairs
REPUBLIC OF SOUTH AFRICA

1.4 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 Foreign Affairs adheres to the following values:
- Patriotism
- Loyalty
- Dedication
- Ubuntu
- Equity
- Integrity
- Batho pele

1.5 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 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 97 missions in 85 countries abroad, and through the accreditation of more that 160 countries and organisations resident in South Africa.

Defining South Africa's Foreign Policy

Foreign policy is a multidimensional set of policies, principles, strategies, objectives, and plans that cannot easily be packaged into a neatly described formula. However, it is necessary to consider in broad but clear terms the general orientation of our foreign policy – which serve 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 fora. 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 aforementioned 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 the promotion of justice and adherence to international law in the conduct of relations between nations
- A commitment to international peace and adherence to internationally agreed upon mechanisms for the resolution of conflicts
- A commitment to the promotion of 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 integral 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 are 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 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 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.

Ms Mathu Nompozolo, Chief Director Human Resources introducing the Director General, Dr Ayanda Ntsaluba during the new employees orientation programme, February 2005.

PART 2: Human Resources Management

Human Resources Management (HRM)

The year 2005/06 has been a fulfilling one for the Branch Foreign Service Institute & Human Resources Management. The desire to establish the human resource capacity the Department of Foreign Affairs (DFA) needs to meet its diverse challenges has been strong and focused. Finding the required range of skills and competencies remains an enormous challenge for the Department and the branch.

In this last year, much effort has gone into addressing the capacity needs of the Department. The Branch finalised the Skills Audit, and identified both strengths and gaps in terms of skills within the Department. The challenge for the next year is to address the identified skills gaps systematically.

In the last Annual Report, we alluded to a number of Human Resources (HR) challenges that needed to be tackled in the next financial year. These included:
• Talent Management
• Leadership Development
• Training and Development
• Repositioning of the Foreign Service Institute
• Employment Equity
• Developent of a Cadet Programme
• HIV and AIDS

Indeed, a considerable amount of work went into addressing each one of those challenges. In addition, attempts by HRM to entrench the Performance Management and Development System (PMDS) into the department continues; so does its efforts to shorten the Recruitment and Selection process, improve the Human Resources administration as well as the Labour Relations challenges.

Talent Management

A Department such as Foreign Affairs must systematically attract, develop and retain good talent at all times. While various HR Directorates focus on different aspects of the HR value chain e.g. recruitment or training, the Department saw fit to establish a Talent Management Unit, to give attention to people management across various aspects of the HR value chain. The Talent Management Unit proposed innovative interventions, notably the Leadership Development Programme, the Cadet Programme, and aspects of an "Employer Brand". By the end of its first year in July of 2006, the Unit had focused on producing important processes for the Department, among them, the Competency Framework for DFA, and a career path for employees who perform the Department's core business.

Pictured here are the members of the Department's learnership programme during the graduation ceremony organised by the Foreign Service Institute.

Leadership Development

The Department was always aware of the development needs of our senior managers. Senior Managers are critical to the Department's ability to achieve its strategic goals and priorities. The Skills Audit confirmed the need to adopt a more systematic approach to the development of leadership skills within the Department. Time and energy was devoted to the design and development of a Leadership Development Programme, and after a number of consultations with various institutions, the DFA collaborated with the Gordon Institute of Business Science (GIBS) in implementing the Leadership programme. The programme will continue into the 2006/07 financial year.

Training and Development

Given the nature of the DFA's work, training takes on a central role in enabling Diplomatic and Support Staff to fulfil their roles. As mentioned earlier, during the year under review the Training Directorate has focused on designing and carrying out the skills audit. This useful exercise identified areas where more training is required, notably in the areas of people management and empowerment, financial management, analytical thinking and report writing.

In addition, the Chief Directorate has trained 928 individuals. We look forward to the next financial year where the training and development programmes will be informed by the outcomes of the skills audit. We were also successful in implementing four learnership programmes in the Department involving 40 learners and employed 10 of them permanently.

Repositioning of the Foreign Service Institute

The DFA has decided to increase its investment in human resources by improving the quality of its training and creating systems and structures which encourage and reward life-long learning. During this year, a process and plans for improving the Foreign Service Institute (FSI) and turning it into a world class centre of excellence were established. Approximately 400 trainees in different fields such as Mission Administration, Diplomatic training, Heads of Missions, and special training with the DFA's partner Departments at national, provincial and local level received training. For the first time last year, a foundation course was introduced as a first step towards structured and systematic learning within the DFA. Further programmes for improving performance in missions, increasing the adequate supply of employees, and improving leadership and managerial skills and competencies at all levels are being considered. Additional resources and senior managers were deployed in the FSI during this year to enhance its capacity to deliver on its mandate.

Employment Equity

Attaining employment equity continues to be a challenge for the Department. An employment equity plan is being developed. In this regard, the Department is conducting a thorough analysis of its HR policies and

Delegates at the Foreign Service Institute's emotional intelligence workshop held at the Burgers Park hotel, Pretoria.

is also in the process of conducting a culture audit. Both processes will be completed by the end of the 2006/07 financial year. Much effort has gone into increasing gender representation at senior management level. However, we have to do more with regard to the number of people with disabilities that the Department employs.

Development of a Cadet Programme

The Department has re-introduced its Cadet Programme to address its HR needs. It has commenced with the process of identifying young, talented, unemployed graduates who will undergo a comprehensive International Relations and Diplomacy programme. After training and developing 50 graduates for a year, the Department will employ the best of them on a full-time basis. The FSI is working with UNISA in shaping and developing the curriculum. The programme commenced in mid-July 2006.

HIV and AIDS

Mainstreaming of HIV/AIDS in the workplace remains critical. We have succeeded in integrating issues of HIV and AIDS into our Wellness Model. During the year, our energies also went into conducting a Voluntary Counselling and Testing Programme (VCTP). We are pleased to announce that 11% of employees undertook the VCT and that the VCTP is ongoing.

Challenges for the Next Year

To enhance the achievement of the DFA's core business and improve service delivery, the Department needs to address challenges such as managing the impact of HIV and AIDS in terms of people planning, retaining the services of human talent, and enabling employees to apply newly acquired skills and competencies in the work environment. In addition, more effort should go into improving awareness of Labour Relations processes and compliance with the Employment Equity Act.

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 plans.

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	To deliver a world class consular service to all customers in South Africa and abroad in line with Batho Pele principles	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 Join 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	

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.

TABLE 2.1 – Personnel cost by programme, 2005-2006

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	457 980	150 320	12 519	7 529	33%	202
Programme 2	1 718 445	885 633	8 073	1 785	52%	295
Programme 3	109 180	36 418	336	1 494	33%	173
Programme 4	358 742	0	0	0	0	0
Total	**2 644 347**	**1 072 371**	**20 928**	**10 808**	**41%**	**271**

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	**1 072 371**	**41%**	**271**
Total	**1 072 371**	**41%**	**271**

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

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 utilised on these items.

TABLE 2.3 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2005-2006

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	87 706	8	5 217	0.48	1 173	0.10	17 802	1.7
Programme 2	417 275	39	495	0.05	1 513	0.14	43 179	4
Programme 3	26 605	2	2 662	0.25	366	0.03	1462	0.13
Programme 4	0	0	0	0	0	0	0	0
Total	**531 586**	**49**	**8 374**	**0.78**	**3052**	**0.28**	**62 443**	**6**

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 (Table3.3). Departments 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 2006

Programme	Number of posts as at 31 March 06	Number of posts filled	Vacancy Rate %	Number of posts filled additional to the establishment
Programme 1	1033	720	30	23
Programme 2	1491	1020	32	0
Programme 3	302	211	30	0
Total	**2826**	**1951**	**31**	**23**

TABLE 3.2 – Employment and vacancies by salary bands, 31 March 2006

Salary band	Number of posts	Number of posts filled	Vacancy Rate %	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	224	164	27	0
Skilled (Levels 3-5)	258	193	25	0
Highly skilled production (Levels 6-8)	882	518	41	6
Highly skilled supervision (Levels 9-12)	1200	860	28	5
Senior management (Levels 13-16)	259	213	18	12
Political Office Bearers	3	3	0	0
Total	**2826**	**1951**	**31**	**23**

TABLE 3.3 – Employment and vacancies by critical occupations as at 31 March 2006

Critical occupations	Number of posts as at 31 March 06	Number of posts filled	Vacancy Rate %	Number of posts filled additional to the establishment
Heads of Missions	115	99	14	0
Diplomatic Corps	760	486	25	0
Senior Management	144	117	55	12
Total	**1 019**	**702**	**31**	**12**

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 2005 to 31 March 2006

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)	224	0	0	0	0	0	0
Skilled (Levels 3-5)	258	2	1	2	100	0	0
Highly skilled production (Levels 6-8)	882	10	1	7	70	0	0
Highly skilled supervision (Levels 9-12)	1 200	17	1	2	12	0	0
Senior Management Service Band A	202	0	0	0	0	0	0
Senior Management Service Band B	45	0	0	0	0	0	0
Senior Management Service Band C	11	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
Total	**2 823**	**29**	**0**	**11**	**38**	**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 2005 to 31 March 2006

Beneficiaries	African	Indian	Coloured	White	Total
Female	4	0	0	5	9
Male	2	0	0	0	2
Total	**6**	**0**	**0**	**5**	**11**

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 2005 to 31 March 2006 (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 2005/ 06				0
Percentage of total employment				0

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 2005 to 31 March 2006

Salary Band	Number of employees per band as on 1 April 2005	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate %
Lower skilled (Levels 1-2)	224	19	15	7
Skilled (Levels 3-5)	149	36	11	7
Highly skilled production(Levels 6-8)	442	77	25	6
Highly skilled supervision(Levels 9-12)	851	68	60	7
Senior Management Service	206	23	13	6
Political Office Bearers	3	0	0	0
Total	**1 875**	**223**	**124**	**7**

TABLE 5.2 – Annual turnover rates by critical occupation for the period 1 April 2005 to 31 March 2006

Occupation:	Number of employees per occupation as on 1 April 2005	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate %
Heads of Mission	92	3	8	9
Diplomatic Corps	385	13	33	9
Senior Management	198	0	5	3
Total	**675**	**16**	**46**	**7**

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	13	10
Resignation	51	41
Expiry of contract	07	6
Dismissal – operational changes	00	0
Dismissal – misconduct	02	2
Dismissal – inefficiency	00	0
Discharged due to ill-health	04	3
Retirement (incl. Early and Medical Retire)	25	20
Transfers to other Public Service Departments	22	18
Total	**124**	**100**
Total number of employees who left as a % of the total employment (1974) as at 31 March 2006		**6**

During the period under review, 124 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 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 2005	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	92	0	0	2	2
Diplomatic Corps	385	56	15	350	91
Senior Management	198	12	6	9	5
Total	**675**	**68**	**10**	**361**	**53**

Table 5.5 – Promotions by salary band

Salary Band	Employees 1 April 2005	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)	224	0	0	134	60
Skilled (Levels 3-5)	149	0	0	102	68
Highly skilled production (Levels 6-8)	442	49	11	321	72
Highly skilled supervision (Levels 9-12)	851	65	8	540	63
Senior management (Levels 13-16)	206	12	6	8	4
Political Office Bearers	3	0	0	0	0
Total	**1875**	**126**	**7**	**1105**	**59**

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 on 31 March 2006

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Political Office Bearers	0	0	1	0	1	0	0	1	3
Legislators, senior officials and managers	243	17	32	99	133	14	17	58	613
Professionals	168	25	16	133	147	11	16	144	660
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	70	5	3	10	226	19	11	110	454
Service and sales workers	61	4	0	6	28	3	0	1	103
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	22	1	0	0	1	0	0	0	24
Elementary Occupation	47	0	0	0	68	0	0	2	117
Total	**611**	**52**	**52**	**248**	**604**	**47**	**44**	**316**	**1974**
Employees with disabilities	**7**	**1**	**1**	**10**	**3**	**0**	**0**	**3**	**25**

The total of 1974 includes the 23 employees additional to the establishment.

6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Political Office Bearer	0	0	1	0	1	0	0	1	3
Top Management	7	0	2	0	1	1	0	0	14
Senior Management	87	9	13	36	47	2	1	12	207
Professionally qualified and experienced specialists and mid-management	235	25	26	183	188	15	23	174	869
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	119	10	10	25	166	23	19	123	495
Semi-skilled and discretionary decision making	107	4	0	3	157	5	1	6	283
Unskilled and defined decision making	56	4	0	1	44	1	0	0	106
Total	611	52	52	248	604	47	44	316	1 974

6.3 Recruitment for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	10	0	0	0	11	0	0	0	21
Professionally qualified and experienced specialists and mid-management	8	2	0	0	8	1	1	1	21
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	25	0	2	3	13	2	1	3	49
Semi-skilled and discretionary decision making	40	4	1	3	73	5	2	4	132
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0
Total	83	6	3	6	105	8	4	8	223

6.4 Promotions for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	**0**
Senior Management	6	2	0	1	1	0	0	1	**11**
Professionally qualified and experienced specialists and mid-management	5	1	2	8	4	1	4	10	**35**
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	15	1	1	1	6	0	4	3	**31**
Semi-skilled and discretionary decision making	11	0	0	0	20	2	3	13	**49**
Unskilled and defined decision making	0	0	0	0	0	0	0	0	**0**
Total	**37**	**4**	**3**	**10**	**31**	**3**	**11**	**27**	**126**

6.5 Terminations for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	0
Senior Management	7	0	1	1	1	1	0	2	13
Professionally qualified and experienced specialists and mid-management	21	2	1	8	14	1	3	10	60
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	10	0	0	2	4	1	1	7	25
Semi-skilled and discretionary decision making	4	0	0	0	7	0	0	0	11
Unskilled and defined decision making	5	1	0	0	9	0	0	0	15
Total	**47**	**3**	**2**	**11**	**35**	**3**	**4**	**19**	**124**

6.6 Skills development for the period 1 April 2005 to 31 March 2006

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	127	20	15	39	96	4	16	35	352
Professionals	17	3	3	4	14	2	4	3	50
Technicians and associate professionals	0	0	0	2	10	0	0	2	14
Clerks	136	4	2	1	247	9	8	12	419
Service and sales workers	0	0	0	0	0	0	0	0	0
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	2	0	0	0	0	0	0	0	2
Elementary occupations	24	0	0	0	67	0	0	0	91
Total	**306**	**27**	**20**	**46**	**434**	**15**	**28**	**52**	**928**

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 2004 to 31 March 2005

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per Beneficiary
African					
Male	182	611	30	1 721	9,45
Female	211	604	35	1 739	8,24
Indian					
Male	20	52	38	259	12,95
Female	19	44	43	219	11,52
Coloured					
Male	21	52	40	255	12,14
Female	12	47	26	82	6,83
White					
Male	157	248	63	3 008	19,15
Female	200	316	63	2 782	13,91
TOTAL	**822**	**1 974**	**42**	**10 065**	**12,24**

TABLE 7.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2004 to 31 March 2005

Salary Bands	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of beneficiaries within salary band	Total Cost (R'000)	Average cost per Beneficiary
Lower skilled (Levels 1-2)	94	164	57	329	3,5
Skilled (Levels 3-5)	37	193	19	136	3,67
Highly skilled production (Levels 6-8)	209	524	40	1 734	8,29
Highly skilled supervision (Levels 9-12)	450	865	52	7 211	16,02
Total	**790**	**1746**	**45**	**9 410**	**11,91**

TABLE 7.3 – Performance Rewards by critical occupations, 1 April 2004 to 31 March 2005

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
Heads of Mission	6	99	6	119	19,83
Diplomatic Corps	350	486	72	543	1,55
Senior Management	26	117	22	544	20,92
Total	**382**	**702**	**54**	**1 206**	**3,15**

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 as at 31 March 06	% of beneficiaries within band			
Band A	20	165	12	327	16,35	0.15
Band B	9	49	18	213	23,66	0.22
Band C	3	10	30	124	41,33	0.38
Band D	0	1	0	0	0	0
Total	**32**	**225**	**14**	**664**	**20,75**	**0.19**

8 – Foreign Workers (Locally Recruited Personnel, LRP)

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 LRP's in each salary band and by each major occupation.

TABLE 8.1 – LRP's, 1 April 2005 to 31 March 2006, per Branches

BRANCHES	1 April 2005		31 March 2006		Change	
	Number	% of total	Number	% of total	Number	% change
Africa	680	32	745	38	65	8,7
Asia & Middle East	469	22	447	23	-22	-4,9
Americas and Canada	397	19	270	13	-127	-47
Europe	450	21	430	22	-20	-4,7
Multilateral	115	6	87	4	-28	-32,2
Total	**2 111**	**100**	**1 979**	**100**	**-132**	**-6,7**

TABLE 8.2 – LRP's, 31 March 2006 – Bonuses paid to LRP's employed in missions abroad

BRANCHES	1 April 2005		31 March 2006	
	Expenditure (R'000)	% of Total	Expenditure (R'000)	% of Total
Africa	1 170	8	35 488	15
Asia and Middle East	2 136	15	41 111	17
Americas and Canada	America/ Europe combined 10 588	73	42 697	17
Europe			115 500	47
Multilateral	622	4	10 199	4
Total	**14 516**	**100**	**244 905**	**100**

9 – Leave utilisation for the period 1 January 2005 to 31 December 2005

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 2005 to 31 December 2005

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)	726	89	97	9	7	112
Skilled (Levels 3-5)	624	90	114	10	5	120
Highly skilled production (Levels 6-8)	2 506	77	326	29	8	959
Highly skilled supervision (Levels9-12)	2 962.5	88	502	45	6	4 002
Senior management (Levels 13-16)	617	81	84	7	7	1 086
Total	**7 435.5**	**85**	**1 123**	**100**	**7**	**6 279**

TABLE 9.2 – Disability leave (temporary and permanent), 1 January 2005 to 31 December 2005

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)	24	100	3	6	8	4
Skilled (Levels 3-5)	31	100	3	6	10	7
Highly skilled production (Levels 6-8)	637	100	18	34	35	227
Highly skilled supervision (Levels 9-12)	973	100	24	46	41	701
Senior management (Levels 13-16)	220	100	4	8	55	376
Total	**1 885**	**100**	**52**	**100**	**36**	**1 315**

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 2005 to 31 December 2005

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	2 499	15
Skilled Levels 3-5)	2 634	14
Highly skilled production (Levels 6-8)	9 728	19
Highly skilled supervision(Levels 9-12)	16 032	18
Senior management (Levels 13-16)	232	1
Total	**31 125**	**16**

TABLE 9.4 – Capped leave, 1 January 2005 to 31 December 2005

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2005
Lower skilled (Levels 1-2)	54	6	66
Skilled Levels 3-5)	57	8	42
Highly skilled production (Levels 6-8)	322	5	47
Highly skilled supervision(Levels 9-12)	869	8	64
Senior management (Levels 13-16)	235	18	103
Total	**1 537**	**8**	**62**

TABLE 9.5 – Leave payouts for the leave period 1 January 2004 to 31 December 2005

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 2004/05 due to non-utilisation of leave for the previous cycle	525	78	6,7
Capped leave pay outs on termination of service for 2004/05	1 694	37	45,78
Current leave pay out on termination of service for 2004/05	406	61	6,6
Total	**2 625**	**176**	**14,9**

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
Low and high risk categories of employees were provided with condoms	- Condom distribution - VCT and educational sessions on HIV and AIDS during May and December 2005

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. Mathu Nompozolo, Chief Director: Human Resources was appointed
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		- The Employee Wellbeing Centre (EWC) consists out of two (x2) professionals. The annual budget - An operational budget of R924 000 was allocated to the Directorate: Organisational Development was divided between the Sub- Directorates: Transformation and Employee Wellness. There was no individual allocated budget for the Employee Wellness Center
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		Two programmes were introduced - The management and implementation of the HIV and AIDS workplace Programme - The management and implementation of the Employee Wellness Programme - The development of HIV \ AIDS and Employee Wellness policies
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	- The Department has not established an HIV and AIDS committee. The Department provides and integrated Health and Wellness programme which includes HIV and AIDS. To this end, the process is underway to incorporate all issues pertaining to health and wellness into the Occupational Health and Safety Committee.
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, lists the employment policies \ practices so reviewed	x		- All departmental policies are currently being reviewed as part of the Employment Equity audit
6. Has the department introduced measures to protect HIV- positive employees or those perceived to be HIV- positive from discrimination? If so, lists the key elements of these measures	x		The department has an approved HIV and AIDS policy which promotes the following: - non discrimination - Voluntary Counseling and Testing - the protection of employees living with HIV and AIDS - positive and supportive service delivery towards HIV infected and affected employees

Question	Yes	No	Details, if yes
7. Does the department encourage its employees to undergo Voluntary Counseling and Testing? If so, list the results that you have achieved	x		- Sixteen (16) VCT information sessions took place as to prepare employees for the initial departmental HIV testing drive **Results** - ± 10% of employees participated in this project - ± 87% participated because of their attendance of the VCT information sessions, - ± 9% was motivated by colleagues who attended the VCT information sessions, - ± 3% was motivated by the VCT counselors and - ± 1% was motivated by the EWC staff - The message "Know Your Status" is frequently being emphasized during our departmental awareness events - We have no employee that lives openly with his or her HIV status or decleared their status.
8. Has the department developed measures \ indicators to monitor and evaluate the impact of its health promotion programme? If so, lists these measures \ indicators	x		The following measures have been put in place to measure utilisation of the health promotion programme: • Statistical records to measure repeats and referrals e.g. referrals from previous users indicates a positive impact; • Evaluation forms following a workshop or training programme to measure the quality and relevance of the workshop; • Attendance of annual Wellness Days (+/- 25% of employees attended) and steps taken by individuals to improve their health and wellbeing. **The impact is also measure through-** • Feedback from Managers observing positive changes in behavior following referrals to the Employee Wellness Centre; • Consumption of condoms; • Oral feedback from employees The Employee Wellness Centre is in the process of developing clear indicators.

11 – Labour Relations

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

TABLE 11.1 – Collective agreements, 1 April 2005 to 31 March 2006

Subject Matter	Date
None	

TABLE 11.2 – Disciplinary action for the period 1 April 2005 to 31 March 2006

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
	12	1	2	3	5	1	0	3	**27**

TABLE 11.3 – Misconduct and disciplinary hearings finalised, 1 April 2005 to 31 March 2006

Outcomes of disciplinary hearings	Number	% of total
Written warning	3	11
Final written warning	4	15
Not Guilty	6	22
Recalled	4	15
Suspension without Pay	3	11
Dismissal	2	7
Case withdrawn	5	19
Total	**27**	**100**

TABLE 11.4 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Gross Negligence/ Negligence	5	19
Insubordination	1	4
Assault/Fighting	2	7
Absenteeism	2	7
Possession of unauthorised fire arms	1	4
Improper claims	3	11
Unbecoming/prejudicial/ Disrepute Conduct	4	15
Theft/Forgery	2	7
Abuse/Failure to follow procedures	7	26
Total	**27**	**100**

TABLE 11.5 – Grievances lodged for the period 1 April 2005 to 31 March 2006

	Number	% of Total
Number of grievances resolved	31	70
Number of grievances not resolved	13	30
Total number of grievances lodged	**44**	**100**

TABLE 11.6 – Disputes lodged with Councils for the period 1 April 2005 to 31 March 2006

	Number	% of Total
Number of disputes upheld	2	13
Number of disputes dismissed	6	38
Number of disputes pending	7	44
Number of disputes settled	1	6
Total number of disputes lodged	**16**	**100**

TABLE 11.7 – Strike actions for the period 1 April 2005 to 31 March 2006

Total number of person working days lost	N/A
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 11.8 – Precautionary suspensions for the period 1 April 2005 to 31 March 2006

Number of people suspended	7
Number of people whose suspension exceeded 30 days	7
Average number of days suspended	138 Working Days (965 days divided by 7)
Cost (R'000) of suspensions	**R221**

12 - Skills development

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

12.1 Training needs identified 1 April 2005 to 31 March 2006

Occupational Categories	Gender	Number of employees as at 1 April 2005	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	207		332	0	332
Professionals	Male	380		405	0	405
	Female	295		212	0	212
Technicians and associate professionals	Male	341		304	0	304
	Female	0		0	0	0
Clerks	Male	0		0	0	0
	Female	339		270	0	270
Service and sales workers	Male	80		170	0	170
	Female	33		33	0	33
Skilled agriculture and fishery workers	Male	65		65	0	65
	Female	0		0	0	0
Craft and related trades workers	Male	0		0	0	0
	Female	0		0	0	0
Plant and machine operators and assemblers	Male	0		0	0	0
	Female	0		0	0	0
Elementary occupations	Male	21		0	9	9
	Female	75		0	15	15
Other	Male	36		0	29	29
	Female	1		0	1	1
	Male	2		0	2	2
Total		**1875**		**1791**	**65**	**1847**

12.2 Training provided 1 April 2005 to 31 March 2006

Occupational Categories	Gender	Number of employees as at 1 April 2005	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	207	9	142	0	151
Professionals	Male	380	6	195	0	201
	Female	295	0	23	0	23
Technicians and associate professionals	Male	341	0	27	0	27
	Female	0	0	12	0	12
Clerks	Male	0	0	2	0	2
	Female	339	31	245	0	276
Service and sales workers	Male	80	25	118	0	143
	Female	33	0	0	0	0
Skilled agriculture and fishery workers	Male	65	0	0	0	0
	Female	0	0	0	0	0
Craft and related trades workers	Male	0	0	0	0	0
	Female	0	0	0	0	0
Plant and machine operators and assemblers	Male	0	0	0	0	0
	Female	0	0	0	0	0
Elementary occupations	Male	21	0	1	1	2
	Female	75	0	24	43	67
Other	Male	36	0	11	13	24
	Female	1	0	0	0	0
	Male	2	0	0	0	0
Total		**1875**	**71**	**800**	**57**	**928**

13 – Injury on duty

The following tables provide basic information on injury on duty.

TABLE 13.1 – Injury on duty, 1 April 2005 to 31 March 2006

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

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
Employment Equity analysis (MAYIKANA CONSULTING)	1	15 December 2005 to completion	R840 140.00
Employment Equity Analysis (COP BUSINESS INTELLGENCE)	1	15 December 2005 until 30 June 2006	R255,816.00
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
2	2	See above	R1,095,956.00

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
Employment Equity analusis	100	100	1
COP Business Intelligence	51	51	Not known

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
None	None	None	-
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand

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
None	None	None	-

PART 3: Programme Perfomance

	2005/06			2006/07	2007/08
	To be appropriated				
MTEF allocations	R2,693 766			R3 042 149	R3 409 363
of which:	*Current payments*	*Transfers*	*Capital payments*		
	R2 089 476	R373 013	R231 277		
Statutory amounts	–			–	–
Responsible Minister	**Minister of Foreign Affairs: Dr NC Dlamini Zuma**				
Administering Department	**Department of Foreign Affairs**				
Accounting Officer	**Director-General of Foreign Affairs: Dr A Ntsaluba**				

Aim: *The Department of Foreign Affairs is responsible for the formulation, co-ordination, implementation and management of South Africa's foreign policy and international relations programmes throughout the world.*

Programmes

Programme purpose and measurable objectives

Programme 1: Administration
Purpose: Conduct the overall policy development and management of the Department.

Programme 2: Foreign Relations
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 Foreign Affairs (DFA) 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
- Global Governance
- South-South Co-operation and
- Strengthening Bilateral Relations.

A meeting of the Department's New Building Committee attended by Mr Mkhuseli Apleni (centre), Ambassador Dries Venter (right), and Ms Grace Khoza (left), February 2006.

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 purchasing vehicles for the Department. The provision of secure, economical, representative housing and office accommodation to all staff members abroad (including partner Departments) and maintenance thereof is also accommodated within this programme.

CORPORATE SERVICES

The Branch Corporate Services (within Programme 1: Administration) identified the following seven strategic objectives for providing excellent support services to the line objectives of the Department:

1.	Enhance the corporate governance model within the Branch.
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 and 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.

OUTPUT AND SERVICE DELIVERY TRENDS

CHIEF FINANCIAL OFFICER

Facilities Management

During the year under review, the Department continued with several new capital works projects such as the design, development and procurement phase of the chancery project in Addis Ababa and the chancery and staff housing project in Maseru. The design development for the chancery and official residence projects in Abuja is well advanced. The Department acquired a:

•	residence in Maseru that will serve as the official residence for the head of mission
•	plot of land in Kigali donated by the City Council of Kigali
•	plot of land in Dar es Salaam on the basis of a 99-year lease.

The development of the plots of land acquired will commence in the 2006/07 financial year.

The Department made good progress with regard to its

project to acquire a new Head Office building. This project was initiated in 2004 and includes the following elements:

a) The provision of office accommodation for the full head office staff complement, together with appropriate staff wellness facilities necessary for the Department to fulfil its mandate;

b) A Foreign Service Institute to replace the existing FSI;

c) Adequate conference facilities for the many local and international conferences hosted by South Africa through the Department;

d) Upgrading of the existing diplomatic guest house; and

e) The construction of a new guest house.

During this financial year, the focus has been on the procurement of services. As the project is procured as a Public Private Partnership, a two-stage procurement process was structured in accordance with the relevant Treasury Regulations. Following an open Request for Qualifications (RFQ) process, the Department selected three biding consortia to participate in a Request for Proposal (RFP) procurement process. The RFP bidding process culminated in the closing of tenders on 27 November 2005, followed by a detailed evaluation. At the end of the evaluation, the Department opted not to appoint a Preferred Bidder but to embark on a Best And Final Offer (BAFO) process with two of the three short-listed bidders instead.

It is anticipated that the BAFO process, that commenced on 3 March 2006 with the issuing of BAFO documentation to the two selected bidders, will enable the Department to select the bidder that provides the Government with the most value for money within a defined affordability target while accepting significant technical, operational and financial risk in relation to the project.

The BAFO process will be concluded during the 2006/7 financial year and it is anticipated that the concession agreement will be negotiated and signed during the latter part of 2006, which will allow for the commencement of construction towards the end of the 2006/07 financial year.

During the year under review, the Department appointed a consortium consisting of Akhona Properties, Gensec, and Pam Golding Properties to conduct a study, on its behalf, of the options available for the acquisition of properties in those cities where the Department has representation. The purpose of the study was to explore and investigate the different options available in different regions and countries of the world through which fixed property can be acquired, while simultaneously determining the best value for money solution and procurement options accessible to diplomatic missions in a specific region or country, that will fulfil the needs of the Department.

The study also focused on the following ten priority cities where more in-depth studies were done to establish options for acquiring properties: Tokyo, Beijing, New Delhi, Riyadh, Nairobi, Lagos, New York, Brussels, Geneva and Moscow.

The final reports are expected early in the new financial year and will form the basis of the Department's asset acquisition strategy and plan, which will be formulated and finalised in the 2006/07 financial year.

The Department has embarked on a programme to address the most urgent maintenance requirements at its missions abroad. For this purpose, the Department obtained professionally evaluated maintenance reports for all State-owned properties abroad. These evaluations form part of the Department's short-, medium- and long-term maintenance planning and programme. The maintenance requirements have been addressed in both the medium-term expenditure frameworks (MTEF) as well as the Department's long-term expenditure planning programme.

Generally, the Department's assets abroad are in fair condition with a few properties requiring urgent maintenance work. These properties have been specifically addressed in the Department's MTEF budget.

During the financial year under review, the Department undertook maintenance/structural works on the official residences in Brussels, Lilongwe, London, Rome, Windhoek, Vienna and Munich. Maintenance/structural works were carried out on chanceries in Milan, Lisbon, Ottawa

and Rome while maintenance was done on other classes of housing in Lilongwe, Maputo, London and Brussels.

During the 2005/06 financial year, the Department acquired plots of land in Kigali, Rwanda and Dar es Salaam. A residence was acquired in Maseru, Lesotho, and the Department investigated the feasibility of acquiring various properties in Nairobi, Kenya, Lubumbashi, in the Democratic Republic of the Congo; Mbabane, Swaziland, Gaborone, and Botswana. The results of the studies undertaken will be considered in the 2006/07 financial year and the necessary plan of action action will be implemented.

During the year under review, in co-operation with the Department of Public Works, the DFA agreed on a strategy for the disposal of redundant and surplus properties abroad. All the properties were professionally evaluated in the 2005/06 financial year and their market values confirmed and approved by the Land Affairs Board. The disposal of these properties will commence in the 2006/07 financial year.

Projects to be carried over from the 2005/06 financial year include the renovation of the Official Residence in Vienna, the renovation and upgrading of the Chancery in Milan, the renovation and upgrading of the Chancery in Windhoek, renovation and upgrading of the Chancery and Official Residence in Rome. During the 2006/07 financial year, major maintenance/refurbishment will continue in Lilongwe, London, Harare, and Washington for which the necessary funds have been allocated.

During the 2006/07 financial year, the Department intends to develop an asset acquisition strategy and plan that will guide the Department in its efforts to provide efficient, effective and economical facilities to its missions abroad. The Department will also develop a maintenance strategy and will re-evaluate the condition and maintenance requirements of all its properties abroad in order to address the maintenance requirements in a cost- efficient manner.

Through the Department's medium and long-term forecast, financial planning has taken into account the proper maintenance of all state-owned assets falling under the jurisdiction of the Department abroad. Financial provision has been made for all committed and planned projects for the 2006/07 financial year.

FINANCIAL MANAGEMENT

Financial Systems for the Missions

The Department continued with the development of Phase II, which included the general ledger, accounts payable, accounts receivable, fixed assets, multi-currency inter-company accounts. The system is geared towards the accrual-based accounting system and uses the Standard Chart of Accounts (SCoA) as the Basic Accounting System (BAS). The development of the mission financial package has been completed. Phase II also included the replacement of the foreign currency system, which will be completed in the next financial year. The mission financial system will be rolled out to missions in the next financial year.

Phase III will involve Business Cycle Process Automation and the Business Cycle Management. Phase III will be built on the development already undertaken in Phases I and II. Phase III will be implemented with effect from 1 April 2007.

Asset Management

During the previous financial year, the Department implemented an asset management system that enabled the production of a credible Asset Register for the Head Office.

During the year under review, the Department developed asset registers for the missions, with a unique bar code allocated per asset. Standard product catalogue information, location information of that asset as well as the personnel information of the user of the asset were recorded in the asset register. However, recording of monetary values in the asset register remains a challenge since the costs of the assets were expensed fully in the year of purchase. Consequently, it was difficult to allocate values to all assets in accordance with the respective invoice amount. However, the Department commenced with the recording of the monetary values in the asset register for the previous

The South African Embassy in Windhoek.

years and captured all the values for assets purchased in the 2005/06 financial year. The Department has finalised the drafting of the Asset Management Policy. Moreover, a dedicated unit has been assigned to deal with asset management and is located within the Supply Chain Management Directorate.

BUDGET MANAGEMENT

During the year under review, the Department implemented budget review sessions with all missions to ensure that individual missions operate within their allocated budgets and to strengthen the oversight function of the business units. The process also helped the Department to refine credible baselines for the missions and their respective business units.

The implementation of Phase I of the mission financial system enabled the Department to submit its monthly expenditure report to National Treasury and also tabled the financial report in the last quarter of the financial year at Departmental management meetings. A challenge still remains concerning performance monitoring. Nevertheless, the respective branches conducted their performance reviews as required. A clear process has been put in place to improve this aspect in the next financial year.

CHIEF INFORMATION OFFICER

Master Systems Plan (MSP)

The implementation of the MSP that commenced in February 2005 is still underway. The elements of the MSP are de-

fined below in the form of business plan strategic priorities.

Strategic Priorities

The Chief Directorate Information Communication Technology (ICT) business plan for 2005/06 defined and initiated four strategic priorities, namely:
- Voice over Internet Protocol (VOIP) global network;
- Windows 2003 Advanced Server;
- Data Warehousing/ Business Intelligence (BI); and
- Business Process Management focusing on two business units: Diplomatic Immunities and Privileges and Consular Services.

Project status VoIP global network

The implementation of the VoIP global network is being undertaken in partnership with Dimension Data, which was awarded the tender to provide the VoIP solution. The project involves the provision of equipment for all DFA Missions and the implementation of the solution. The implementation will be completed during 2006/07.

Windows 2003 Advanced Server

The project is being implemented in partnership with Microsoft, which was selected as the vendor of choice through SITA. The project involves the implementation of the primary deployment as defined below and the software licenses. DFA resources will complete the full implementation.

The implementation is divided into two phases:

- The primary deployment which is the deployment of a controlled number of sites that include Head Office; Washington; New York (UN); New York (CG); Chicago; Gaborone and Maputo; and
- The full deployment, which is the migration of the rest of the Missions to Windows 2003 Advanced server.

The DFA's ICT Chief Directorate will perform the full rollout. The implementation is to be completed during the 2006/07 financial year.

Data Warehouse / Business Intelligence (BI)

This project entails:
- Providing an executive business decision and analysis tool;
- Building and accessing information by topic (Data-marts);
- Collaborative information building;
- Sharing information;
- Developing a central repository for all DFA data;
- Introducing work-flow;
- Providing a common search engine;
- Having a split repository for secure and open information.

The preferred partner for the implementation of the BI project is SAS which was selected through a SITA transversal contract.

Business Process Management (BPM)

The preferred partner for the implementation of BPM is the consortium of TIBCO; NDT and Dimension Data. The consortium was selected through SITA Tender 59. The project, which costs R16 million, is in progress and will be completed during 2006/07.

Microsoft Operations Framework (MOF)

The DFA intended to implement a structured ICT operational framework based on the Microsoft Operations Framework (MOF) to establish the following Service Management Functions (SMFs) by the end of July 2006:
- Service Level Management
- Service Desk
- Incident Management
- Change Management
- Release Management
- Security Management

Project Support

Implementing the four strategic priorities required an upgrade of servers in all missions and head office. The Department has invested R46 million for this purpose and the servers are being installed at the assigned offices.

A trained ICT workforce is being developed on a continuous basis through project planning and personnel development programmes. Currently the emphasis of the development programme is on equipping staff to deal with the new infrastructure through skills transfer by service providers.

Special Events Support

The Department recently facilitated ICT Planning and Support to the Progressive Governance Summit (PGS) hosted by the Presidency in March 2006.

SECURITY

Three more Vetting Officers were appointed to help alleviate the vetting backlog. Priority vetting areas were identified and are being dealt with accordingly. Subsidised vehicles for the Vetting Officers were approved to enable vetting interviews at any location and at short notice. A significant portion of the backlog in clearance certificates was attended to during the past year.

The tender for upgrading the physical security systems in all DFA buildings around Pretoria was advertised and a preferred supplier appointed.

The Physical Security Policy was submitted for approval by management.

The newly-established Information Security Subdirectorate is functional and is currently staffed by three officials. The Information Security Policy has been drafted. In an endeavour to make officials of the Department more security-conscious, security-awareness programmes were presented at the Orientation, Induction, and Foundation courses and via the internal communication system.

Consular Services

The Chief Directorate Consular Services continued to enhance consular services provided to South African citizens abroad. The challenges of the international environment coupled with the expectations of our citizens require that the Department continue to innovate and implement adequate measures to assist our citizen in distress abroad. There is an ever-growing number of South Africans working, travelling and studying abroad that seek consular assistance from South Africa's high commissions, embassies, consular and other missions abroad. The following are highlights of the consular activities for the 2005/06 financial year:

Summary of Consular Statistics
- Rendered assistance to 850 South African citizens detained or imprisoned abroad.
- Assisted with the return of mortal remains of 89 South African citizens from abroad.
- General assistance rendered to approximately 45 distressed South African citizens abroad (and their relatives in South Africa).
- Assistance rendered in 421 cases of Service of Process, evidence on commission and maintenance orders.
- Determined the whereabouts of 391 South African citizens abroad.
- Assisted with 16 social welfare cases, i.e. cases involving abductions and adoptions.
- Assisted in dealing with swindles, false documents and other fraudulent activities concerning approximately 27 cases.

- Assisted with 31 new extradition cases.
- Received and sent out 1 265 *note verbale*.
- Attended to 202 clients, received (approximately) 8 852 general consular enquiries and sent out (approximately) 7 426 telexes, letters and e-mails.

Development of a Consular Software Management System

The first phase of the development has been completed, including the user acceptance testing (UAT). Through this innovative programme South Africa and the Department have become the first to automate the legalisation process in the world.

Development of the second phase commenced towards the end of November 2005 and will be completed during the 2006/07 financial year. The main objective of the Consular Management System (CMS) is to improve service delivery to all role-players and improve record-keeping by using advanced technology. The system intends to ensure the introduction of the concept of case management for consular cases to be managed more effectively.

Consular Support: Highlights

There are a reported two million South Africans in the United Kingdom at any time. On 21 July 2005, over the space of approximately two hours, five bomb blasts were reported in London with resultant injuries and fatalities. Shortly after news of the blasts became known, the Consular Section activated its Consular Emergency Response Centre, taking more than 500 telephone calls from members of the public enquiring about family and friends. The Consular Chief Directorate, in co-operation with the High Commission in London, assisted concerned family members with information about loved ones believed to be in London at the time. Supported by the Department's Media Directorate, the public was given the latest information relating to South African citizens. There were many South Africans among those affected by the bomb blasts. There were no fatalities among our citizens.

A number of South Africans live and study in New Orleans. The storm surge that occurred on the eastern seaboard of the United States from 23 - 29 August 2005 caused catastrophic damage along the coastlines of Louisiana, Mississippi and Alabama, including the cities of Mobile, Alabama, Biloxi and Gulfport, Mississippi and Slidell, Louisiana. The surge breached levees separating Lake Pontchartrain from New Orleans, Louisiana. The Consular Directorate's Consular Emergency Response Centre was activated and together with missions in the United States was able to assist concerned families with information and help locate relatives thought to be in the area at the time.

Legalisation Services

Legalising or authenticating of documents entails affixing, signing and sealing official documents either with an Apostil Certificate (where countries are party to The Hague Convention of 5 October 1961), or with a Certificate of Authentication (where countries are not party to the Hague Convention). The following services are provided:
*   Providing clients with information when telephone/mail enquiries are received regarding the legalisation of documentation;
*   Providing clients with guidelines during personal interviews to help them complete the process and obtain the correct signatures/documents; and
*   Authenticating official public documents executed within South Africa for use outside the Republic of South Africa by means of an Apostil Certificate or a Certificate of Authentication.

During the 2005/06 financial year, 20 610 documents were legalised, which is an increase of 15.3% over the the previous financial year.

Further objectives

During the financial year, the following high-level objectives were not attained completely:
*   Leadership training for the Rapid Response Teams (RRTs). This issue was incorporated into the 2006/07 financial year business plan. The concept of RRTs is a new one for the Department. To address the matter, other foreign ministries will be consulted.
*   Although some chapters were amended, the proposed Consular Handbook was not completely developed. It is intended that the matter will be dealt with comprehensively in the 2006/07 financial year. Capacity in terms of drafting and development of policy/procedure skills remains a major challenge.