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Minister Maite Nkoana-Mashabane

Message from the Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane

The year 2010 will go down into the annals of our history as one of the most successful of years in the life of our nation. It was a year of important successes and gains for our nascent democracy, as we, together with our fellow African sisters and brothers successfully staged the first ever FIFA Soccer World Cup on African soil.

We again plan to contribute, in 2011, to another defining global event through the hosting of the 17th Conference of the Parties to the UN Framework Convention on Climate Change and the 7th Conference of the Parties serving as a Meeting of the Parties to the Kyoto Protocol (COP17/ CMP7) towards the end of this year. Bearing in mind the proliferation of natural disasters we witness around the world, the outcome of COP17/CMP7 and the political will to focus global efforts to mitigate the effects of global warming is of utmost importance to all global citizens.

As the year tapered-off toward the end, we were invited to join a group of emerging economies of the South as a member of BRICS. There were many more milestones to our collective credit and of course a number of challenges that still need our collective efforts. Our strategic plan for 2011/14 is reflective of our planned work and targets.

We successfully worked towards the return of South Africa to the UN Security Council, albeit as a non-permanent member. In re-entering this space of this important organ of the UN, we reaffirmed South Africa's commitment to place the advancement of international peace, security and international law high on the agenda of the UNSC, during our country's tenure and beyond.

In the context of enhancing the African Agenda, we remain engaged in working towards closer cooperation between the UNSC and the AU Peace and Security Council structures, in order to advance security on the Continent. We were mandated to co-lead the AU-Peace and Security Council and will continue to work towards improving working methods of the AU-PSC, with an increased focus on conflict prevention mechanisms. Special attention will also continue to be afforded to Regional Integration of the SADC.



Deputy Minister Ebrahim Ismail Ebrahim



Deputy Minister Marius Llewellyn Fransman

We have and will continue to invest a number of resources in the implementation of the AU's economic and political revival blue-print, the New Partnership for Africa's Development (NEPAD). In this regard, more impetus will be accorded to revitalizing NEPAD and strengthening the African Peer Review Mechanism (APRM).

In our capacity as the a member of the AU Peace and Security Council, we shall remain equally seized with work towards entrenching the legitimacy of elections as a democratic tool to transfer and procure political power. In this regard we have remained seized with issues such as the readiness and strength of electoral bodies; training of broader civil society to observe elections; and the early deployment of SA personnel on the ground.

We have continued our contribution towards the political settlement in the Sudan, and we remain committed to the post referendum Post Conflict Reconstruction and Development (PCRD) work in the Southern Sudan. Despite the challenges that still plague our continent of Africa, we find solace and encouragement from the recent pronouncement by President Jacob Zuma on January 8, 2011 when he said:

"We remain fully committed to the African agenda, including the strengthening of the African Union and the promotion of democracy, peace and stability in Africa".

We will continue to provide support to post-conflict and reconstruction and development (PCRD) initiatives in identified post-conflict situations on the African continent. In this regard, our department will continue being responsible for the coordination and facilitation of our country's participation in PCRD projects, whilst sector departments will participate in the implementation and provision of technical support as may be deemed necessary.

As the host of the Pan African Parliament (PAP), we have continued to support it by enabling it to function effectively and efficiently in fulfilling its mandate. In this regard, we are working towards the construction of the PAP's permanent headquarters in the near future.

In the context of consolidating South-South relations, we facilitated and shall continue to monitor the implementation of the India-Brazil-South Africa (IBSA) forum decisions, agreements and actions plans.

As we look towards the future as members of BRICS, we will participate meaningfully in all its activities. In our effort to enhance the African Agenda and ensure sustained socio-economic development, we will continue to leverage South Africa's positions vis-à-vis NEPAD/SADC priorities via BRICS and IBSA; the Forum for China-Africa Cooperation (FOCAC); the Tokyo International Cooperation on African Development (TICAD); the Korea-Africa Forum (KAF) and in most of our structured bilaterals and high level engagements.

We will continue to facilitate and coordinate our country's participation in the above-mentioned processes and forums. At the same time, South Africa will continue to utilize and expand partnerships with countries of the North and South in the advancement of our national priorities, as well as the objectives of Africa and the South.

Given our government's focus on job creation and the relative positive implementation of Africa's socio-economic blue-print (NEPAD), it is evident that our engagement with the Asia and Middle East Region will continue to be driven by both political and economic considerations. Amongst others, we will continue to find creative ways of supporting our country's New Growth Path through attracting Foreign Direct Investments (FDI) for identified priority areas i.e. Energy, Transport, Agriculture and Agro processing, Mining (Beneficiation), Manufacturing (Green technologies) and Tourism.

We take note of the fact that Asia remains a major reservoir of financial liquidity; with China being South Africa's largest trade partner by country (i.e. 11% of SA's total trade); Japan being South Africa's 3rd largest export destination; whilst the Republic of Korea (RoK) being the 13th largest trade partner.

Our relations with the EU cannot be over-emphasised, as the EU is now South Africa's largest trading partner. We also continued to strengthen South Africa-US bilateral relations to serve as a critical agent for the building of our developmental state by contributing resources to support sustainable economic growth, social development, and capacity building. Politically, our relations also seek to ensure that bilateral and regional partnerships are mutually beneficial and compatible with our interests in the Region, Continent and the world over.

We will continue to promote the implementation of the Roadmap to bring about peace and stability in the Middle East. The Middle East remains a very important region to

South Africa, as the region boasts enormous wealth of the oil-producing Gulf States, making the region a major economic partner and a reliable source for FDI.

Our work in the establishment and operationalisation of the South African Development Partnership Agency (SADPA) is well on course. In this regard we have been responsible for the drafting, consulting and submitting the Bill to Cabinet and Parliament for approval. We anticipate that a SADPA Act will be promulgated and the Agency resourced and capacitated.

We will continue with the project of educating and training South Africans on the theory and practice of diplomacy, international relations and cooperation, including extending training to foreign diplomats. We have also seen an increase in activities that involved collaboration with non-state actors, in an effort to popularize our foreign policy and ensure the mandate of our department is understood and appreciated.

Through our Corporate Sector, we have, amongst others, maintained an Unqualified Audit Report and are continuing with improvements in the Financial Management environment and adherence to all relevant policies and prescripts.

During 2010, we continued to implement the provisions of the Policy on the Management of the Diplomatic Immunities and Privileges in South Africa. Besides contributing to the content in respect of the preparations of COP17/CMP7 later this year, the Protocol Unit will seek to ensure that high-level participation of this important International Conference will extended uniquely African hospitality and courtesies as is the case with all high-level visitors to South Africa.

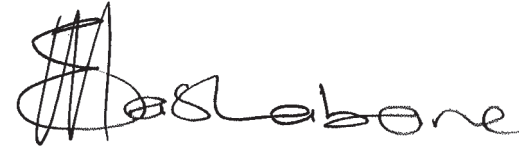
In the area of Public Diplomacy, we have managed to create several forums through which we were able to pursue more strongly the dynamic linkage between what we do abroad and what we want to achieve in our country, by continuing to think globally and acting locally. We also embraced the important responsibility of projecting who we are as a nation and using every conceivable forum to send a coherent message abroad.

As an ongoing exercise, we will continue to design public diplomacy programmes which will promote the national interest of our country through understanding, informing and influencing foreign and local audiences. Furthermore, we will continue to empower respective audiences to gain a comprehensive understanding and ap-

preciation of what Brand South Africa and Brand DIRCO stand for and how these brands contribute in the improvement of the lives of both our domestic and international publics.

In conclusion, we take notice of the fact that as we celebrate our successes, we can't celebrate too long – as we need to look forward to new challenges, just as former President Mandela cautioned in his autobiography Long Walk to Freedom that:

“After climbing a great hill, one finds that there are many more hills to climb”, hence we cannot rest too long, for the long walk has only just started.

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

Ms Maite Nkoana-Mashabane
Minister:
Department of International Relations and Cooperation

Foreword by the Director-General, Dr Ayanda Ntsaluba

This Strategic Plan document outlines the mandate of the Department and its obligations towards fulfilling its political mandate, as well as administrative, operational and corporate governance duties during the Medium Term Expenditure Framework (MTEF) cycle of 2011 - 2014.

The Strategic Plan is informed by, amongst others; the manifesto of the ruling party; the Medium Term Strategic Framework; and the priorities set out by the Government. These priorities have been translated into various Outcomes to which all government departments should work towards. The President's State of the Nation Address also provides critical guidance to the Department's mandate.

The Strategic Plan is categorised into the following key priority areas; Enhanced African Agenda and Sustainable Development; Strengthen Political and Economic Integration of SADC; Strengthen South-South Relations; Strengthen Relations with strategic formations of the North; Participate in the Global System of Governance; Strengthen Political and Economic Relations; Organisational Support; and Organisational Strengthening.

The Plan is a product of deliberations within the Department that culminated in a strategic planning session, which took place on 3-4 February 2011. The strategic planning session afforded the Department an opportunity to collectively reflect on how to discharge its mandate in the current international environment. It also allowed for a reflection on how the Department will continue responding to the government's priorities, building on the work of the previous year. While there were gains in the implementation of the Department's mandate in the past year, there is need to maximise these gains and marshal all necessary resources to take the work forward and to tackle the new opportunities and challenges that come with South Africa's increasing international role.

We have developed action plans that will be operationalised in order to ensure the implementation of the identified priorities. Emphasis has also been placed on the need to consolidate efforts in utilising best practices and strategies to strengthen the Department's administrative, operational and corporate governance mechanisms, particularly

adherence to the Public Finance Management Act (Act No.1 of 1999) and the public service acts and regulations. The Plan therefore sets the tone for the Department's Operational Plan, Business Plans of different Branches, as well as the completion of Performance Agreements of all officials.

In order to effectively take the work of the Department forward, we will continue to place premium on enhancing our human resources and infrastructure capacity. The Human Resource strategy of the Department seeks to align itself to the delivery imperatives of the Department. As strongly emphasised by the President in his State of the Nation address, the Department will prioritise the filling of funded vacant posts so as to ensure optimal functioning of the organisation. The Human Resource strategy continues to prioritise the entrenchment of effective organisational processes, the management of the DIRCO talent pool, effective employee resourcing and utilisation, as well as management capacity building. Necessary interventions are continuously sought and applied to support the DIRCO workforce through, amongst others, training, capacity building and employee wellness programmes. These programmes are also targeted at staff members in SA Missions abroad, as well as their families.

Through our Diplomatic Training, Research and Development Branch, we will also step up the training of our personnel in order to build the necessary skills for our work force. In response to the growing need and demand for foreign language competency for particularly SA diplomats, and the demand for foreign language interpretation and translation services across government, the Foreign Language Directorate is being repositioned as the primary vehicle for developing foreign language capacity and provision of translation and interpretation services across the public service.

The Department will also continue to contribute to training and development in the SADC region as well as other identified countries. We shall explore possibilities of cooperation with diplomatic training institutes of the South.

Through our Corporate Services Branch, we will continue to improve the efficiency and effectiveness of processes, procedures and operations in order to contribute to the enhanced performance of the Department. As ICT is one of the key business drivers for the Department, plans are focused on maintaining and supporting the infrastructure by implementing measures for the optimal utilisation of ICT.

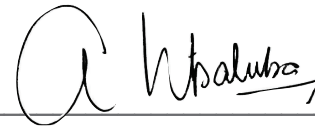
We will also ensure that the responsibilities of other Corporate Services components namely; property and facilities management; supply chain management, financial man-

agement and security are executed with the expected efficiency and in compliance with the Public Finance Management Act (PFMA), Treasury Regulations, the Minimum Information Security Standards (MISS) and other relevant prescripts.

Our professional services that include State Protocol, Public Diplomacy, Legal Services as well as Consular Services remain key to the execution of our foreign policy and the invaluable services we provide to the political principals and the South African citizenry. We shall continue to discharge our responsibilities in this regard.

As we table this Strategic Plan, we are inspired by the guidance and support we receive from our political leadership - Minister Maite Nkoana-Mashabane and Deputy Ministers Ebrahim Ebrahim and Marius Fransman. For this, we thank them most sincerely.

Finally, we commit to be guided by this strategic plan in the daily execution of our tasks and in advance, thank all those who will help translate this goal into reality.



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

PART A: STRATEGIC OVERVIEW

1. VISION

The Department of International Relations and Cooperation's (DIRCO) vision is an African continent, which is prosperous, peaceful, democratic, non-racial, non-sexist and united and which contributes to a world that is just and equitable.

2. MISSION

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

3. VALUES

DIRCO adheres to the following values:

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

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional mandates

According to the South African Constitution, the President is ultimately responsible for South Africa's foreign policy. 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 international agreements. International agreements which are not of a technical, administrative or executive nature will only bind the country after being ap-

proved by Parliament. Parliament also approves ratification or accession of the country to multilateral agreements. All international agreements must be tabled in Parliament for information purposes.

The Minister of International Relations and Cooperation (Minister), in accordance with her Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's foreign policy. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. In practice, the Minister consults the Cabinet and individual Cabinet Ministers on aspects of importance, as well as on cross-cutting issues that have a bearing on the programmes of other Ministries and Departments.

In view of the Minister's overall responsibility, the Minister advises the Presidency and other 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 interest. Other Cabinet Ministers are required to consult the Minister of International Relations and Cooperation on their international engagements. From this practice at Cabinet level, which is a Presidential instruction, it follows that there must be a similar interaction between Departments.

Furthermore the Parliamentary Portfolio Committee on International Relations and Cooperation is an important mechanism to ensure oversight and accountability in the formulation and conduct of South Africa's foreign policy.

South Africa's diplomatic and consular missions implement South Africa's foreign policy in order to enhance its international profile, and serve as strategic mechanisms for the achievement of national interests. South Africa maintains diplomatic relations with countries and organisations through 124 missions in 107 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa.

4.2 Legislative mandates

DIRCO's overall mandate is to work towards the realisation of South Africa's foreign policy objectives. More specifically, DIRCO's primary mandate is to assist the Minister in carrying out her Cabinet and Ministerial responsibilities. DIRCO conducts its mandate by:

- coordinating and aligning South Africa's foreign policy abroad;

- monitoring developments in the international environment;
- communicating government's foreign policy positions;
- developing and advising government on foreign policy options and creating mechanisms and avenues for achieving objectives;
- protecting South Africa's sovereignty and territorial integrity;
- contributing to the creation of an enabling international environment for South African business;
- sourcing of developmental assistance; and
- assisting South African citizens abroad.

4.3 Policy mandates

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 South Africa's foreign policy – which serve to define national values, and also benchmarks foreign policy decision-making and strategies.

South African Presidents and 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, Group of 77 and China (G77) 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.

4.4 Planned policy initiatives

During the MTSF period, the Department will further develop the White Paper on Foreign Policy leading to the proposed Foreign Service Act; finalise the establishment of SADPA and the proposed South African Council on International Relations (SACOIR) establishment.

5. SITUATIONAL ANALYSIS

5.1 Performance Environment

Principles underpinning South Africa's foreign policy

The principles which serve as guidelines in the conduct of South Africa's foreign policy include:

- A commitment to the promotion of human rights;
- A commitment to the promotion of democracy;
- A commitment to justice and international law in the conduct of relations between nations;
- A commitment to international peace and to internationally agreed upon mechanisms for the resolution of conflicts;
- A commitment to promote the African Agenda in world affairs; and
- A commitment to economic development through regional and international cooperation in an inter-dependent world.

Priority 1

ENHANCED AFRICAN AGENDA AND SUSTAINABLE DEVELOPMENT

DEEPENED CONTRIBUTION TO REGIONAL AND CONTINENTAL SECURITY, STABILITY AND SUSTAINABLE DEVELOPMENT

The focus of South Africa's engagements on the African continent is to promote socio-economic development, contribute to the resolution of conflicts, and the building of an enabling environment in which the development of the Continent can take place.

The following areas will therefore receive priority attention:

- The political and socio-economic integration of Africa will continue to drive the African Agenda. A commitment exists to provide impetus to this objective, which is rooted in the need to strengthen Africa's political, economic and social development, as well as its peace and security agenda; and to defend Africa's geo-strategic interests;
- The strengthening of the AU and its structures is a strategic priority in deepening the continental integration process. Closely linked to the latter is the need for integration at regional level. In terms of the Abuja Treaty, one of the key milestones for the attainment of the African Economic Community is the rationalisation and harmonization of the Regional Economic Communities (RECs) as the building blocks of the African Union (AU) integration programme. It would be important to seek cohesion between Common Markets for Eastern and Southern Africa (COMESA), East African Community (EAC) and the Southern Africa Development Community (SADC) to forge an Economic Regulatory Framework to complement economic cohesion within the respective RECs;
- The mainstreaming of gender issues into all activities of the AU and particularly in conflict mediation, poverty reduction, peacekeeping and post conflict reconstruction and development will be intensified;
- Furthermore the African Diaspora will be actively engaged, in particular, in relation to the promotion of the African Agenda. Special focus will be placed on closer link-

age between opportunities and offers for capacity building and priority needs on the African continent;

- South Africa will continue with efforts aimed at revitalising the New Partnership for Africa's Development (NEPAD) as a strategy for economic development on the African continent, together with strengthening the African Peer Review Mechanism (APRM) as an instrument towards the improvement of governance in Africa;
- The implementation of NEPAD and APRM at the national level is situated within the overall South African national development framework and strategy. Within the continental context South Africa welcomes the integration of NEPAD into the AU structures;
- A key activity in this regard is the strengthening of NEPAD and APRM strategic coordination mechanisms in South Africa. DIRCO will support all South African stakeholders such as government departments, parastatals and the private sector, to fast-track implementation of programmes related to NEPAD priority sectors. In addition, the DIRCO will explore with relevant South African departments the feasibility of utilising national development programmes, such as Comprehensive Rural Development Programme, as unique platforms for the development and implementation of NEPAD programmes within South Africa; and
- DIRCO will also support the Department of Public Service and Administration (DPSA) as the APRM focal point in South Africa on the implementation of South Africa's APRM National Programme of Action.

Within the continental context, the expeditious integration of NEPAD and APRM into AU structures and processes provides a significant step forward, especially in terms of the continental ownership of the two programmes, as well as the AU serving as an implementing agent in its own right. The key opportunity regarding the accelerated implementation of programmes related to NEPAD priority sectors lies in creating linkages with AU sector programmes (i.e. the Minimum Integration Programme). The AU Assembly's Decision regarding Heads of State and Government Priority Programmes of the AU/NEPAD Africa Action Plan 2010-2015 projects require that DIRCO focuses on the implementation of the President's infrastructure project of the North-South Corridor, championing road and rail projects. South Africa will also participate in continental APRM processes, including revision of the APRM Operating Procedures and continental governance institutions.

Internationally, NEPAD and APRM have been positioned to form the core of Africa's South-South and South-North relationships. This has led to a host of international com-

mitments in support of the implementation of the two programmes, including United Nations (UN) declarations, resolutions, systems support; the Millennium Development Goals (MDGs); the G-8 Africa Action Plan; the EU Strategy for Africa; and the Forum for China-Africa Development (FOCAC); the India-Africa Forum; and the Tokyo International Conference for African Development (TICAD). It is essential that the Africa Action Plan (AAP) 2010-2015 and APRM be promoted in all relevant global partnerships and bilateral, regional and multilateral fora, aimed at the translation of international commitments into concrete actions.

STRENGTHENED CONTRIBUTION IN PEACE MISSIONS AND POST CONFLICT RECONSTRUCTION AND DEVELOPMENT (PCRD)

As member of the United Nations Security Council (UNSC) for 2011-2012, South Africa will contribute to the work of the UNSC in the maintenance of international peace and security, especially in Africa. To this end, South Africa will also continue its efforts to promote and enhance the Security Council's cooperation with regional organisations, particularly the African Union's Peace and Security Council (AUPSC) of which South Africa is currently a member. Closer cooperation between these two bodies will contribute to enhancing the convergence of perspectives and approaches in tackling and responding to peace and security challenges in the African continent. South Africa will therefore continue with efforts to contribute towards the operationalisation of the African Peace and Security Architecture (APSA), which includes the African Standby Force and the Early Warning Centre.

The concurrence of memberships of the AUPSC and the non-permanent seat in the UN Security Council (UNSC) for the period 2011-2012 assists in promoting alignment of efforts and ensuring that South Africa's strategic peace and security objectives as pursued regionally and are consistent at the continental and international levels.

With regard to PCRD, South Africa will continue its contribution in Africa, in particular the DRC, Sudan, and Comoros in continuation of the work already initiated in those countries. Under the SADC and AU mandates, South Africa will continue to facilitate mediation and peace building efforts in Sudan, Zimbabwe, Madagascar and the Great Lakes Region.

South Africa assumes the Chairship of the SADC Organ on Politics, Defence and Security Cooperation in 2011. Priority will be given towards a policy orientation that pro-

motes conflict prevention through preventive diplomacy and early warning systems. In this regard, South Africa will prioritise the institutional development of SADC's capacity for mediation as well as reinforcing and complementing African Union mechanisms and preventative diplomatic tools. In this context, South Africa will support and work towards the effective functioning of the recently launched Regional Early Warning Centre (REWC) as a key instrument for conflict prevention.

Furthermore, efforts will be geared towards deepening regional democratisation processes through participation in the newly established SADC Electoral Advisory Council (SEAC), with a view to enhancing regional electoral standards. During its tenure as Chair of the Organ and whilst a member of the Organ troika, South Africa will play a leading role in the SADC Electoral Observer Missions (SEOMs) to member states for elections scheduled for 2011-2012.

South Africa will work towards the consolidation of mediation efforts in Zimbabwe, Madagascar and Lesotho and encourage the implementation of agreements reached. The security and stability of the Democratic Republic of the Congo (DRC) will continue to be a key focus including support to processes leading to the Presidential and legislative elections due to take place in 2011.

South Africa will continue to contribute towards the readiness of the Southern Africa Standby force as part of the AU's Standby force and work towards the effective operationalisation of all elements of the Standby Force such as the civilian component to peacekeeping operations. South Africa will promote work towards an institutionalised review process of the Strategic Indicative Plan of the Organ (SIPO) and promote the implementation of its recommendations.

TECHNICAL AND DEVELOPMENT COOPERATION

South Africa will continue with its priority of contributing to socio-economic development on the Africa continent. One of the key vehicles for the disbursement of development funding is the African Renaissance and International Cooperation Fund (ARF). DIRCO is seized with the process of establishing a dedicated development agency to replace the ARF, to be known as the South African Development Partnership Agency (SADPA), which will inform and direct South Africa's development assistance framework. The conceptual framework for the establishment of SADPA has been finalised and work is underway to develop an operating framework for the to be established Agency.

DEEPENING BILATERAL RELATIONS

The consolidation and strengthening of bilateral relations with the region and the African continent remains a strategic focus area. South Africa will utilise current and planned structured bilateral mechanisms and high level engagements to reinforce and expand cooperation in the political, security, economic and social spheres in pursuit of the common development objectives and goals of the African continent.

Southern Africa

The Southern African region remains relatively peaceful and politically stable despite security, stability and post conflict reconstruction and challenges in some countries. South Africa, as an integral part of the SADC region, will continue to support the promotion of peace, security, stability and prosperity in the region. Political and economic stability in the region would contribute to regional economic integration. Such integration remains a priority and all bilateral interactions will seek to achieve this objective.

In the DRC, South Africa is extensively involved in institutional and human resource capacity building. The convening of the Bi-National Commission (BNC) and the implementation of identified Post Conflict Reconstruction and Development (PCRD) projects with the DRC remain critical. In addition, South Africa will continue to be actively involved in the Security Sector Reform (SSR) with a view to improving the capacity of the DRC's National Defence Force. South Africa will explore providing technical support to the DRC's 2011 general elections in order to help consolidate democracy in that country.

South Africa, together with other SADC countries, will continue to support the implementation of Zimbabwe's Global Political Agreement (GPA) and socio-economic reconstruction and development in the country, paying particular attention to the country's Short Term Emergency Recovery Programme (STERP). In keeping with the SADC mandate, South Africa will continue to facilitate the political dialogue in Zimbabwe and assist the political leadership in that country to fully implement the GPA. This will include, among others, assisting the Parties to develop a roadmap to elections with a view to create a conducive environment for peaceful and credible elections.

As a contribution to Zimbabwe's economic recovery, the South African Government will continue to encourage the private sector to invest in Zimbabwe to give effect to the Bilateral Investment Promotion and Protection Agreement (BIPPA) which was signed in November 2009. South Africa will intensify efforts to promote bilateral cooperation with Zimbabwe within the ambit of the Joint Permanent Commission for Cooperation (JCC).

South Africa will also continue to utilise the existing structured bilateral mechanisms with Angola, Botswana, DRC, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Tanzania and Zambia to strengthen cooperation and partnership.

Following high level engagements with Angola, Botswana, Lesotho and Zambia, during which several agreements and memoranda of understanding were signed, efforts will be deployed to ensure the full implementation of these enabling instruments. The main objective of these agreements is to expand and strengthen bilateral cooperation for mutual benefit.

South Africa will give priority to the launching of Bi-National Commissions (BNCs) with Botswana, Mozambique, Namibia and Tanzania in order to consolidate and enhance economic cooperation in pursuit of mutual economic growth and industrialisation.

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

West Africa

During 2011-2014, South Africa will intensify its diplomatic activities with countries of West Africa by consolidating and expanding its bilateral relations, and by supporting international and continental efforts aimed at strengthening peace and development in the region.

South Africa will continue to support ongoing efforts by the Economic Community of West African States (ECOWAS), AU and UNSC to resolve, through diplomatic and peaceful means, the impasse in Côte d'Ivoire after the second round of Presidential elections. South Africa will also continue to monitor developments in Niger and support efforts by ECOWAS to ensure that the time-table for a return to democracy is honoured.

During this period, Bilateral Commissions will be held with the Republics of Senegal, Mali, Nigeria, Ghana and Burkina Faso. The practical expression of South Africa's structured bilateral relations is found, inter alia, in the developmental projects that South Africa is undertaking in the region. These include the rice and vegetable production project conducted jointly with Vietnam in Guinea-Conakry; the India, Brazil, South Africa Dialogue Forum (IBSA) Livestock Development and Agricultural project in Guinea-Bissau; the Cuban Medical Brigade in Mali and the trilateral agreement on the funding of the Cuban Medical Brigade in Sierra Leone. Additional projects have been identified for consideration by the African Renaissance Fund (ARF).

With a view to consolidating relations with the Republic of Senegal, it is envisaged that a State visit will be undertaken to Senegal in 2011. South Africa will also continue to support efforts towards entrenching peace, security and development in the region, by inter alia, supporting Post-Conflict Reconstruction and Development.

Central Africa

South Africa will continue to strengthen political and economic relations with countries of the Central African region through structured bilaterals and high level engagements. South Africa will endeavour to launch the first JCC Sessions with Equatorial Guinea and Cameroon in 2011. South Africa will also intensify its economic engagement with Central African countries.

During the MTSF period, South Africa will continue implementing developmental projects in the region. This will range from capacity building projects in Sao Tome and Principe and the Central African Republic as well as agriculture, energy and Infrastructure development projects in Equatorial Guinea.

North Africa

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

South Africa will continue to interact with North African countries through Joint Bilateral Commissions and mid-term review meetings as part of ongoing efforts to strengthen relations in all spheres of cooperation. South Africa will also continue with its efforts to engage with Morocco.

Concerning recent political changes in Tunisia and Egypt, South Africa will continue to monitor developments and support the ongoing efforts to ensure that peace, security and stability return in these countries.

In respect of Western Sahara, South Africa will continue to support UN and AU initiatives and encourage the disputing parties to find a just and lasting solution, based on self-determination and decolonisation. South Africa will continue its humanitarian assistance programme to the Saharawi Arab Democratic Republic.

East Africa

During the MTSF period, South Africa will seek to further strengthen its diplomatic relations through existing structured bilateral mechanisms with Burundi, Rwanda, Ethiopia, Uganda and Sudan.

Following the Presidential Elections on 28 June 2010 which saw President P Nkurunziza re-elected, South Africa will continue to support Burundi in its efforts to bring sustained peace, economic development and democracy to the country. South Africa will seek to maintain diplomatic relations with Rwanda with the focus on strengthening political relations and economic opportunities for both countries. South Africa will also endeavour to strengthen political and economic relations with Kenya as the country continues on the path of constitutional reform and national reconciliation.

During the MTSF period, the establishment of a Joint Commission on Cooperation as well as a State Visit by Kenya to South Africa is envisaged for 2011 and will contribute towards the strengthening of relations with Kenya.

South Africa continues to support the full implementation of the Comprehensive Peace Agreement (CPA) in Sudan. Following the recent referendum on the self-determination for South Sudan, South Africa will support Sudan as it undergoes this historical change, as well as the efforts of the African Union High Level Implementation Panel (AUHIP) in facilitating the negotiations of the post-referendum issues. South Africa will also support the AUHIP in its extended mandate on reconciliation in the Sudan. In addition, South Africa will continue support to the UN, Intergovernmental Authority for Development (IGAD), Qatar and Arab League initiatives for peaceful dialogue towards reaching a lasting solution on Darfur. Furthermore, South Africa will continue to play its role as Chair of the Post-Conflict Reconstruction and Development (PCRD) Committee on Sudan, as mandated by the AU.

South Africa will support efforts to achieve peace in Somalia including those by IGAD, AU, UN, and other role-players to assist Somalia to finding a peaceful solution to the political challenges in that country. Following the outcomes of the November/December 2010 Comorian Presidential and Governors elections, South Africa will seek to strengthen bilateral relations with the Comoros including revisiting bilateral developmental- and capacity-building initiatives.

With regard to Madagascar, South Africa will continue to support the efforts of SADC through the initiatives of the SADC Mediator, aimed at resolving the current political challenges. High level and multi-sectoral technical visits will also be undertaken to intensify bilateral relations with Mauritius and Seychelles.

Priority 2:

STRENGTHEN POLITICAL AND ECONOMIC INTEGRATION OF SADC

SADC established the Regional Indicative Strategic Development Plan (RISDP), which provides a strategic framework for the achievement of higher levels of political and economic integration within the SADC region and, in effect is the regional face of the NEPAD programme. In an effort to accelerate the pace of SADC regional integration, South Africa will focus its activities in the following areas:

- Consolidation of the SADC Free Trade Area (FTA) - South Africa, in partnership with SADC member states and the SADC Secretariat will focus efforts and resources in pursuit of a developmental integration agenda in Southern Africa that combines trade integration, infrastructure development and sector policy coordination, in support of building greater productive capacity across the region;

- Development of a proposal for the establishment of a model Customs Union (CU), implementation modalities, parameters, benchmarks and timelines; and
- Review RISDP and support the realignment of resources to ensure the achievement of priority economic integration; social and human development and peace and security programmes. Against this background, the SADC Secretariat, in partnership with member states is currently engaged in a review of the RISDP, towards reconfiguring the SADC roadmap to guide the regional integration process, aligned to realistic, measureable and deliverable milestones and timelines. A key responsibility of SADC member states will be to ensure greater alignment between national development strategies and programmes, and the RISDP as a specific measure to avoid duplication.

Considering the implementation of NEPAD and the African Peer Review Mechanism (APRM) in the Southern African region, close alignment between the outward dimension of South Africa's national development framework and inward implementation of SADC's RISDP is essential. From a NEPAD point of view, the focus of this alignment will be in the context of special development initiatives. As such, DIRCO will support the efforts of South African government departments in creating linkages with RISDP, in particular South Africa's championing of the North-South Corridor. DIRCO will also support efforts to broaden the APRM membership of SADC member states.

Priority 3:

STRENGTHEN SOUTH-SOUTH RELATIONS

South Africa continues to share similar positions on political, economic and social issues with other countries of the South and in this context, relations and cooperation with countries in Latin America and Caribbean, Asia and the Middle East continues to grow both multilaterally and bilaterally.

In order to strengthen South-South cooperation, South Africa will work with countries of the South to create political, economic and social convergence for the fight against poverty, under-development and the marginalisation of the South.

The focus will be on:

- Continued engagement with organisations of the South (such as the Non-Aligned Movement (NAM), Group of 77 and China (G77) to enhance cohesion and coordination;
- The implementation and monitoring of IBSA Agreements and Action Plans as well as facilitating sectoral cooperation in order to deliver tangible results to assist with meeting South Africa's socio-economic priorities;
- Revitalising the New Africa Asia Strategic Partnership (NAASP) as a vehicle for South-South socio-economic cooperation; and
- Supporting international efforts aimed at finding lasting solutions to regional and global conflicts situations.

South Africa has played a prominent role in advancing the development agenda of the South through its membership in the United Nations Conference on Trade and Development (UNCTAD), NAM, G77, and the steering committees of NEPAD as well as the creation of cooperation pacts between Asia and Africa. Although South Africa currently does not occupy any leadership role in groupings of the South active in the UN system, South Africa remains at the forefront of the activities of organisations of the South such as the NAM, and G77 and will continue to promote a coherent and integrated implementation of the UN development agenda, including the Millennium Development Goals (MDGs) and other internationally agreed development goals (IDGs).

Partnerships with countries of the South are critical to advancing not only South Africa's own development needs, but also the African Agenda. South Africa will also continue to advance the principles underlying South-South cooperation, which were adopted by the G77 Foreign Ministers in September 2008 and recognised by the UN High-level Conference on South-South cooperation that took place in Nairobi, Kenya, from 1 to 3 December 2009. It is important to note that these principles are now recognised by developed and developing countries alike, as well as throughout the United Nations system. South Africa will also work with the different structures of the United Nations system in promoting South-South cooperation.

South Africa has become a member of the BRICS formation and President Zuma will attend the third BRICS Summit in China during April 2011. South Africa will also host the 5th IBSA Summit in October 2011. South Africa will continue with the tradition to consult with groupings of the South, even outside these formations, to advance the reform of Global Governance Institutions, addressing issues related to Climate Change and Sustainable Development and advancing infrastructure development in Africa, in particular the NEPAD/AU North-South Corridor. In addition, South Africa will continue to utilize the IBSA Facility for Poverty and Hunger Alleviation (IBSA Fund) to promote post-conflict and reconstruction projects in Africa.

Engagement with ASEAN will be enhanced through a Ministerial visit with the focus on closer cooperation between South Africa, Africa and ASEAN, particularly in the economic sphere. A special effort will be made to expand links with major Asian think tanks and centres of excellence as well as civil society.

South Africa will furthermore continue to participate in fora such as the India-Brazil-South Africa Dialogue Forum (IBSA); the New Asia-Africa Strategic Partnership (NAASP); the Indian Ocean Rim Association for Regional Cooperation (IOR-ARC); and the Forum on China-Africa Cooperation (FOCAC) in order to contribute to the strengthening of South-South cooperation. South Africa further contributes to the IBSA Trust Fund, which since its inception in 2004, has financed IBSA projects in Burundi, Cape Verde, Guinea-Bissau, Haiti, Lao PDR, and Palestine.

IBSA has made significant progress in terms of providing an influential international platform from where the development challenges of the South could be prioritised and the global marginalisation of developing countries countered. South Africa will continue to utilise IBSA as an important instrument to transform global governance in the interest of the South and through participating in the IBSA Ministerial Meetings and Summits and by contributing to the IBSA Trust Fund, with particular emphasis on post-conflict reconstruction projects.

Priority 4:

STRENGTHEN RELATIONS WITH STRATEGIC FORMATIONS OF THE NORTH

DIRCO will garner support from the developed countries of the North for South Africa's national priorities. Furthermore, engagement with the North is aimed at advancing the development needs of the African continent and the South. The focus in the medium term will be to:

- Continue pursuing a developmental and investment-orientated approach to engagements with the North (such as the OECD, G8 and EU) with a particular focus on job creation in order to eradicate poverty;
- Continue working for the Consolidation of the African Agenda through the implementation of relevant NEPAD programmes in all such engagements; and
- Maintain bilateral relations with identified countries of the North to enhance cooperation with formations of the North.

At the multilateral level South Africa engages with countries of the North in the context of promoting the African Agenda and the Agenda of the South through dialogue and participation at summits and meetings of the groupings of the North. South Africa will also enhance its partnership with Member States of the G8 to pursue cooperation with the latter and continue prioritising the implementation of commitments of past G8 summits whilst also pursuing a more inclusive process within the G8, based on partnership, equality and mutual respect. In light of the Enhanced Engagement process with the OECD, South Africa will continue its approach of deepening its participation in the activities of the different committees of the OECD.

In the context of the G20, a grouping of both developed and developing economies, South Africa will seek to influence outcomes in line with national and Africa's development priorities. In this regard, South Africa will place particular emphasis on promoting the implementation of the development agenda of the G20, which relies on the centrality of global growth for development and resource mobilization to support growth and development.

South Africa also engages with the North in key global economic processes such as the Doha Development Round of the World Trade Organisation (WTO); G8; the Organisation for Economic Cooperation and Development (OECD); the World Intellectual Property Organization (WIPO); and the World Customs Union (WCO) to promote the Africa Agenda, in particular, and the broader development interests of developing countries in general. South Africa will furthermore promote a Development Agenda that will be implemented by means of concrete proposals and well developed projects applied to the advancement of developing countries in these organizations. With respect to WIPO South Africa will especially focus on the issue of intellectual property rights for "green technologies".

South Africa is an active member of the Commonwealth, participating in all meetings of the organisation at Senior Officials, Ministerial and Heads of Government level and, as one of the top eight contributors, serves as a permanent member on the Councils of the Commonwealth. This affords South Africa the opportunity to advocate in the Executive Committee and other fora, Commonwealth involvement in the development of Africa and in other issues of concern to developing countries.

EUROPEAN ORGANISATIONS AND INSTITUTIONS

At a multilateral level, the European Union (EU) remains of strategic importance to Africa, and is one of the key pillars of the international political and economic system. It remains South Africa's largest single trading partner and a main source of foreign direct investment. It is also South Africa's largest donor of official development aid. South Africa will, during 2011-2014, continue regular high-level political dialogue and other meetings with the European Union, including under the Joint Africa-EU Strategy. In this regard, regular high-level political dialogue meetings are expected to take place at summit level (annually), ministerial level (twice per annum), through the annual meetings of the Joint Cooperation Council, as well as at senior officials level on issues of peace and security.

In terms of the comprehensive Trade, Development and Co-operation Agreement (TDCA), South Africa and the EU are actively engaged in fully implementing the agreement and the new 35 articles under the Amending Agreement. All relevant stakeholders and national departments are involved in this process, which is managed through an inter-departmental Steering Committee.

South Africa also participates in a multilateral grouping with the EU, specifically in the

African, Caribbean and Pacific (ACP) group in which South Africa is involved in several forums.

There will also be a focus on exploring relations with other multilateral European organisations, in order to promote global objectives, for example, peace and security, but also to, inter alia, promote mutually beneficial trade and investment ties. Some of these will include the newer regional constellations such as the Black Sea grouping and the Commonwealth of Independent States, as well as older organisations such as NATO and the Organisation for Security and Cooperation of Europe.

Priority 5:

PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE

South Africa works actively towards global political and socio-economic stability and security within the multilateral system. In this context South Africa promotes development, security, human rights and international law through its participation in international fora, notably the United Nations system and its specialised agencies.

The aim is to enhance developmental objectives of the developing world, including the attainment of equitable global order, which will be achieved through:

- Participation in the global economic reform processes through continued engagement with the international and regional economic and financial institutions;
- Support for the current momentum within the G20 through active participation in Summit processes, whilst seeking to ensure that the G20 continues to coordinate an integrated and coherent global response to the financial and economic crisis, at the same time playing an important role in maintaining future financial stability, and provide much-needed leadership in the reform of the regulation and supervision of the global financial architecture, including the Bretton Woods Institutions;
- Promotion of national and developing country positions in the implementation of G20 initiatives, with special emphasis on the African Agenda;
- Utilising existing negotiating groupings and alliances to pursue objectives of developing countries;
- Working with like-minded countries in forging a collective vision for the transformation of global governance;
- Supporting efforts in the WTO towards the conclusion of the Doha Development Round of negotiations and strive toward common objectives with like-minded partners; and
- Continued engagement within global governance institutions on political, economic and security matters, including the reform of the multilateral system to be more responsive to the developmental needs of developing countries.

SOUTH AFRICA'S MULTILATERAL INTERESTS

The UN, through its universal membership and the broad mandate entrusted upon it by Member States in terms of its Charter, occupies the central and indispensable role within the global system of governance. Recognising the need for, and importance of, addressing the pressing social and economic needs of the international community, particularly those of the peoples of Africa and the rest of the developing world, South Africa looks to the UN to advance the global development agenda and to address under-development and the eradication of poverty globally. Through participation in the multilateral fora, South Africa also upholds the belief that the resolution of international conflicts should be peaceful and in accordance with the centrality of the UN Charter and the principles of international law.

Following the African Union endorsement of South Africa as Africa's candidate for membership of the UNSC for the period 2011-2012, UNGA endorsed the candidature by 182 votes out of 190 members present and voting. South Africa's membership of the Council for 2011-2012 will be guided by its commitment to strengthening the multilateral system and its support for a broader multilateral approach to questions of international peace and security. As member of the UNSC, South Africa will discharge its responsibility, alongside the other members of the Council, in a manner that will make a meaningful contribution to peace, security and development. To this end South Africa will forge close partnerships and promote greater consultation with other members of the Council. Also for the first time, the configuration of the UNSC in 2011 will reflect the membership of a potentially reformed Council.

South Africa will continue its efforts to promote and enhance the UNSC's cooperation with regional organizations, particularly the AUPSC. Closer cooperation between these two bodies will contribute to enhancing the convergence of perspectives and approaches in dealing with and responding to peace and security challenges on the African continent. South Africa and Nigeria will at the same time also be members of the AUPSC, presenting a unique opportunity to bring greater alignment to the work of these two bodies in relation to conflict on the African continent. South Africa will seek to strengthen cooperation between the three African countries in the UNSC (Gabon, Nigeria and South Africa), with the aim of elevating the African Agenda and enhance greater synergy between the AUPSC and the UNSC in the achievement of peace and security on the African continent.

South Africa will be serving in the Council at a time of significant challenges; amongst

others the situation in Sudan, the crisis in Somalia and Côte d'Ivoire, debates on the Iranian nuclear programme and the situation in the Middle East, including the Palestinian question.

South Africa will furthermore contribute to the work of the UNSC by participating in its committees, working groups and other structures. These bodies assist the Council to explore issues in greater depth and to monitor and facilitate implementation of its decisions. In 2011, South Africa, in line with its foreign policy priorities, will chair the 1540 Committee that imposes binding obligations on all States to establish domestic controls to prevent the proliferation of nuclear, chemical and biological weapons, and their means of delivery to non-state actors. In addition South Africa will also chair the Working Group on Conflict Prevention in Africa and will serve as Vice-Chair of the Côte d'Ivoire and Liberia Sanctions Committees. The UNSC membership for the period 2011 - 2012 will also present an opportunity to contribute to reforming the working methods of the Security Council and to work towards the achievement of a representative, legitimate and more effective Security Council.

On the question of the reform of the UNSC, the negotiating process is currently focused on five key areas: categories of membership; question of the veto; regional representation; size of the enlarged Security Council and Working Methods; and the relationship between the Security Council and the General Assembly. South Africa continues to engage constructively in this intergovernmental process as it unfolds.

The UNGA is the central platform of the UN for developing countries because of its universal membership and democratic decision-making processes. South Africa continues to support all initiatives aimed at strengthening the UNGA and its role in multilateralism and is also supportive of ongoing efforts of the Secretary-General to improve the effectiveness of the Secretariat. UN Secretariat and management reform remains a focus of the UN membership given the increasing financial burden placed on Member States through the increasing Regular Budget and the substantial increases in peacekeeping costs. In this regard, South Africa will continue to advocate for increased accountability and enhanced levels of system oversight, while at the same time promoting a more efficient, transparent and service-orientated Secretariat better able to respond to the mandates given by the Member States.

South Africa supports ongoing human resources reforms that would result in a better skilled and more mobile UN workforce, and in this regard is supportive of the move towards streamlining and simplifying UN employment contracts. South Africa will

continue to engage in the ongoing debates and negotiations to advance reform in this regard.

Guidelines and criteria for a consistent and co-ordinated approach for identifying and fielding South African candidates for positions in international organisations to be filled as well as support of candidates of other countries in elections have been developed in the Policy on the Nomination and Election of Candidates to International Organisations and has been adopted by Cabinet in 2010. Through this co-ordinated approach South Africa's candidatures for membership of identified strategic intergovernmental bodies of the multilateral system will be promoted.

South Africa has rotated out of the United Nations Human Rights Council membership during June 2010 after serving 2 consecutive terms. South Africa will, however, continue to participate actively in the review of the Human Rights Council, which is undertaken within the auspices of the United Nations General Assembly. Currently, negotiations are continuing in Geneva under the guidance and leadership of the President of the Human Rights Council, and in New York in the context of the Africa Group and the Non-Aligned Movement. South Africa also continues to play a critical leadership role in the shaping and development of the norms and standards of International Human Rights Law. South Africa leads, on behalf the African Group, the process of the elaboration of Additional Protocols to the International Convention on the Elimination of All Forms of Racial Discrimination (ICERD). These protocols cover all the contemporary manifestations of racism such as xenophobia; islamophobia; anti-semitism; and misuse of the cyber space to incite racial, ethnic and religious hatred.

South Africa continues to strive for the strengthening of the mechanism for the protection of, as well as the acknowledgement of, economic, social and cultural rights on par with all other human rights, including the right to development. In this regard South Africa continues to advocate the notion of the justiciability of economic, social and cultural rights, which has enhanced the capacity of States to work for the practical realization of economic, social and cultural rights. In this context South Africa is working with the countries of the NAM to develop a legally binding instrument on the Right to Development (RTD).

In compliance with international human rights obligations, Country Reports on the implementation of the various Conventions to which South Africa is a State Party will be submitted to the United Nations Human Rights Treaty Monitoring Bodies. South African human rights experts will also be increasingly deployed in these Bodies.

South Africa remains active in a group of countries at the UN who continually evaluate the effectiveness of the existing human rights treaties towards the development of international human rights law. Furthermore, in conjunction with AU members, South Africa will remain actively involved in the elaboration of human rights instruments on the African continent.

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

South Africa plays an active role in advancing the UN Secretary-General's proposals on strengthening the UN gender machinery, and in mainstreaming gender into all peace-making, peace keeping and peace building operations of the UN, whilst also continuing to seek to strengthen the protection given to Children in Armed Conflict.

The world is witnessing increasing violations of International Humanitarian Law (IHL) and its fundamental principles during conflicts. South Africa will therefore continue to interact within, and support the UN Humanitarian System, specifically the implementation of the Hyogo Framework for Action. South Africa will continue to contribute to the development of relevant international norms and standards in an attempt to alleviate human suffering. Following on this commitment to the development and implementation of IHL, South Africa will continue to co-host the International Committee of the Red Cross and Red Crescent Societies (ICRC) Annual Regional Seminar.

Food Security remains one of the major challenges to the region and the African continent. South Africa will therefore continue to engage the UN Food Agencies within the context of the NEPAD Agricultural Priority and the Comprehensive African Agricultural Development Programme (CAADP) to ensure that the Agencies' programmes and work plans benefit the region and the African continent. South Africa's election to the Executive Board of the World Food Programme would be optimally utilised with this goal in mind. South Africa will also continue to address increasing human vulnerability as a result of humanitarian emergencies affecting the world at large.

In order to address the challenges of displaced persons, particularly in Africa, South Af-

rica will continue to work with the United Nations High Commissioner for Refugees (UN-HCR) and support their Repatriation, Re-integration and Rehabilitation programmes in order to contribute to the stability and sustainable development of the African continent. In the same vein, South Africa will continue to interact on issues related to migration, within relevant international forums such as the UN, AU, and International Organisation for Migration (IOM) and with partners such as the EU, to advance the development dimension of migration and to better reflect the needs of developing countries. South Africa will also contribute towards a coordinated migration policy which will promote stability at national, regional and international level, thus contributing towards adhering to international norms and standards.

South Africa continues to play an active role in all aspects of disarmament, non-proliferation and arms control as these relate to both weapons of mass destruction and conventional arms. While actively promoting and supporting the non-proliferation of weapons of mass destruction, with the goal of promoting international peace and security, South Africa will continue to promote the importance of ensuring that non-proliferation controls do not become the means whereby developing countries are denied access to advanced technologies required for their development. Current focus areas include the preparations for the Review Conference of the Bacteriological (Biological) and Toxin Weapons Convention (2011), the Arms Trade Treaty Preparatory Committee Meetings (2011 – 2012) and the conference to review progress made on the implementation of the UN Programme of Action on small arms and light weapons (2012), with particular emphasis on the interests of developing countries, including the promotion of access to technologies, cooperation and assistance.

South Africa's endorsement in 2010 by the First Conference of States Parties to the Pelindaba Treaty, as host of the Head Quarters of the African Commission on Nuclear Energy (AFCON), will require of South Africa to play an active role in strengthening the African Nuclear Weapons Free Zone (NWFZ) following the entry into force in 2009 of the Pelindaba Treaty. Likewise DIRCO will provide substantive support to the Sherpa of the President on the Nuclear Security Summit initiative.

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

There is an urgent need to translate commitments that have been made at major UN Summits and conferences into concrete action, in particular in the areas of financing for development and poverty eradication. The various UN Summits and international conferences have provided clear strategies and international development goals (IDGs), including the achievement of the MDGs, for advancing the development process. Through participating in international fora and multilateral organisations, one of South Africa's objectives is to advance follow-up to the implementation of the outcomes of these major UN Summits and conferences.

The promotion of the Development Agenda remains an important foreign policy priority for South Africa. South Africa commenced in 2010 to serve a three-year term on the Executive Board of the UNDP/UNFPA. As a Board member, South Africa will provide support to and supervise the UN Development Programme, which is the main body responsible for coordinating UN development work, and the UN Population Fund, which plays a leading role in promoting population programmes. In an effort to strengthen the engagement at a country-level, South Africa concluded a first-ever joint evaluation with the UN Evaluation Group of the contribution of the UN System to South Africa. The outcomes of this forward-looking joint evaluation will inform the nature of the future relationship between South Africa and the United Nations system, especially at the country level. The implementation of the outcomes of the joint evaluation also provides a unique opportunity to ensure that the UN programmes are aligned with the national priorities of the Government.

The Group of Twenty (G20) continues to play an active role in international efforts to seek global responses to the effects of the global economic and financial crises. South Africa is the only African country participating in the G20 and will continue to utilise its membership to raise issues of concern to Africa with other G20 members. At recent G20 Summits, South Africa, inter alia, stressed the need for developed countries to meet their commitments of increased aid to developing countries, as well as to ensure a stronger voice and representation for developing countries in the International Monetary Fund and World Bank. South Africa will continue to promote a development agenda in its engagements within the G20 and engage with other G20 countries to pursue the implementation of G20 decisions that are aimed at limiting the impact of the crisis on developed and developing countries and preventing the occurrence of similar crises in future.

South Africa continues to contribute to the implementation of existing as well as the development of new Multilateral Environmental Agreements (MEAs) and other multilateral processes as a way to foster a global partnership in addressing global environmental

challenges. This involvement includes areas such as biodiversity, desertification, climate change and pollution, deep seabed exploration and marine and maritime protection.

The threat posed by climate change and the associated impacts contributing to the continued loss of biodiversity and desertification continues to present a major challenge, which South Africa is engaged in addressing through its participation at the multilateral negotiations under the United Nations Framework Convention on Climate Change (UNFCCC) and other international forums including, among others, the African Union, and the G20. South Africa has offered to host the 17th Conference of the Parties to the UN Framework Convention on Climate Change and the 7th Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol (COP17/CMP7) in November/ December 2011 with the ultimate objective to reach agreement on the stabilization of greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous human interference with the climate system and within a time-frame sufficient to allow ecosystems to adapt naturally to climate change, to ensure that food production is not threatened and enable economic development to proceed in a sustainable manner.

The eighteenth session of the fourth two-year thematic implementation cycle of the Commission on Sustainable Development (CSD) will address mining, transport, chemical and waste management and will be attempting to draw up a ten year strategic plan for sustainable production and consumption. Through its participation in CSD18, South Africa will work towards ensuring a constructive and action-oriented cycle that produces a positive outcome for the region.

South Africa has tabled its submission to the UN Convention on the Law of the Sea (UNCLOS) for an extended continental shelf which will result in an increase of South Africa's territory by between 175 000 and 1, 5 million square kilometres. South Africa will continue to engage with UNCLOS in respect of the claim. The country is also seized with the discussions on the future of the International Whaling Commission and the performances review of a number of Fisheries Management Organisations such as the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR).

The South African government has recognised the fundamental importance of science and technology imperatives to inform not only the modern knowledge-based society in South Africa but also the wider political and economic strategy to address national and regional development priorities as well as the need for transfer of technology and skills as drivers for economic growth and development. In this context South Africa will continue to participate in all relevant UN and other multilateral and regional bodies in par-

ticular, to promote opportunities for developing countries, including African countries, to access capacity building programmes in the area of science and technology transfers.

South Africa aims to promote and advocate for social development issues as part of the global agenda on development. Priority has been placed on the three pillars of social development, which are social integration, poverty eradication and full employment. The focus areas for South Africa are coordinating and working towards ensuring that South Africa's foreign policy positions on social development issues relating to global health, the youth, the aged, and the family are promoted in multilateral organisations such as the World Health Organisation (WHO), the United Nations Commission for Social Development (CSocD) and the UN Commission on Population and Development (CPD). Additionally, South Africa aims to coordinate and maximise South Africa's participation in activities of the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Through strategic partnerships such as the Foreign Policy and Global Health (FPGH) initiative, the potential impact of foreign policy issues on global health has now been recognised and agreed by the United Nations General Assembly. This provides an opportunity for countries of the North and the South to collaborate at Ministerial level during the annual sessions of the World Health Assembly and the United Nations General Assembly on health issues that have a fundamental impact on economic growth and development. South Africa will continue to play a leading role, together with the other six founding Member States, to further enhance the impact of this initiative.

The promotion of the development agenda within the World Intellectual Property Organisation (WIPO), as a means to contribute to South Africa's industrial policy and rural development constitute our contribution to South Africa's priorities at the international level. The protection of South Africa's biodiversity through intellectual property is central to rural development, to ensure the upliftment of marginalised communities.

National priorities informs the vision of South Africa's foreign policy in creating a better South Africa, a better Africa and a better world and aims to counter threats that impact on global political and economic stability. South Africa's foreign policy therefore recognises that in order to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity. In this regard the organs and principal bodies of the UN system are of major importance for the maintenance of global peace and stability. South Africa seeks to maximise the effectiveness of the UN presence in the country and the region by facilitating the review of the UN Development

Assistance Framework (UNDAF) and the provision of necessary financial and other resources to the UN agencies operating in the country. The implementation of the outcomes of a recent joint review between Government and the UN Evaluation Group (UNEG) of the contribution of the UN system for South Africa will help to streamline the way in which South Africa structures its relationship with the UN system.

INTERNATIONAL LAW

Through the Office of the Chief State Law Adviser - International Law (IL) DIRCO continues to act as the primary legal counsel on international law matters for the government as a whole. International law remains a key principle of South Africa's strategic foreign policy objectives and the enhancement of respect for its provisions to safeguard a rules-based international order and as such, the importance of South Africa's contribution to the formulation of international law is underscored. Through the Office of the Chief State Law Advisor (IL) legal advice on domestic law matters for DIRCO is also provided. Cabinet also confirmed that DIRCO will function as the official and sole custodian of the South African Treaty Register where the status of South African international treaty obligations is recorded and original treaties are kept.

In the area of consolidation of the African Agenda, the African continent's multilateral systems have been overhauled and new ones introduced. As the AU and the REC's are international organisations, they are based on the principles of international law. The implementation of the mandates of these organisations and the creation of new organs such as the African Union Authority and the integration of the African Court on Human and Peoples' Rights and the African Court of Justice into the Africa Court of Justice and Human Rights are also undertaken in terms of the principles of international institutional law, while other branches of international law such as international criminal law and universal jurisdiction are moving onto the agenda of the AU, a trend that is set to increase.

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

Priority 6:

STRENGTHEN POLITICAL AND ECONOMIC RELATIONS

The consolidation and strengthening of bilateral political and economic relations with identified partners remains a strategic focus area and South Africa will utilise current and planned structured bilateral mechanisms and high level engagements to reinforce and expand cooperation in the political, economic, social and security spheres in alignment with national priorities.

AMERICAS AND THE CARIBBEAN

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

The strong African Diaspora in the Americas will be actively engaged in particular in relation to the promotion of the African Agenda. Special focus will be placed on closer linkage between opportunities and offers for capacity building and priority needs on the African continent. In this regard, the 2nd AU-CARICOM Africa Diaspora Summit, which South Africa offered to host in 2012, will provide a platform to foster closer ties between the regions.

Furthermore South Africa's national interests, and those of Africa (such as NEPAD), will be pursued in all political, economic bilateral and regional interactions. Focus will also be placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential. Marketing initiatives will have a strong dimension of portraying South Africa as a stable democracy and safe investment destination and trading partner.

North America

The USA and Canada remain important partners within the context of North-South dialogue and are major contributors to foreign direct investment and official development assistance (ODA) in South Africa. There has been a steady expansion of business, civil society, academic and governmental links with North America and sustainable working partnerships have been established over a broad spectrum.

The United States of America (USA) and Canada rank amongst the leading economies in the world, therefore the potential for further growth of bilateral trade, investment and tourism will be pursued. South Africa is one of North America's leading trade partners in Africa and South Africa will continue to focus on renewable energy, food security and further diversification of trade.

Through annual bilateral engagements, the commitments of the USA and Canada in the fight against communicable and infectious diseases, including HIV and AIDS, will be maintained. The commitment of the USA and Canada to the African continent will be nurtured and utilised over the next three years to promote peacekeeping, post-conflict reconstruction and development, skills development, capacity building and trilateral cooperation.

Latin America and the Caribbean

Growing bilateral relations with Latin America and the Caribbean will continue advancing the development agenda of the South, in particular the African Agenda and the strengthening of cooperation amongst developing countries. Of particular importance is the need to support the building of stronger and balanced relationships with Latin American and Caribbean countries. In this regard, the Strategic Partnership Agreement signed with Brazil in 2010, should be cited as an example of further strengthening bilateral relations with identified countries in the region. Strategies for strengthening economic and trade relations with Latin America and the Caribbean will be explored during the MTSF period to further capitalise on the work done in previous years.

The third Summit of the Africa-South America (ASA) initiative will be hosted in Africa in 2011 and will continue to play a role in pursuing South-South cooperation, through engaging Latin America. In the medium and long term, focus will be on consolidating and implementing follow-up to the Summit decisions and outcomes as a basis for strengthening South America-Africa cooperation.

The ratification of the inter-regional SACU-MERCOSUR Preferential Trade Agreement

(ratified by South Africa in June 2010) will give impetus to inter-regional trade as a first region-to-region initiative of such nature between developing blocs. This will give further commercial value to the political sentiments of South-South cooperation.

Bilateral relations with Latin America and the Caribbean will further be utilised to enhance economic, scientific, technical and business opportunities through structured bilateral mechanisms such as Joint Bilateral Commissions (JBCs) and high level engagements. South Africa will also be further involved with the humanitarian and reconstruction processes in Haiti and DIRCO will continue to shape South Africa's foreign policy options with regard to continued engagement with Haiti.

ASIA AND MIDDLE EAST

Central and East Asia

The focus of relations with the People's Republic of China will be on implementing the Beijing Declaration on the Establishment of a Comprehensive Strategic Partnership. The focus on relations with Japan and the Republic of Korea will be on strengthening political and economic relations through high-level exchanges. South Africa will actively engage the countries of Central Asia to promote political and economic relations.

Particular emphasis will be placed on South Africa's economic diplomacy towards countries in Asia with the focus on increasing value-added exports, and inward investment, particularly into the Green Economy, growing inbound tourism and obtaining training opportunities for skills development. Outreach will be strengthened with local and overseas organized business.

South Asia, South East Asia, and Australasia

A priority throughout the region will be the efforts to support the strengthening of South Africa's trade and investment relations with particular focus on the emerging economies of the South in pursuit of South Africa's national priorities. South Africa will also utilise its relations with India to source much-needed skills transfers and investments.

In South East Asia, South Africa will continue to build on existing relations in promoting trade, investment and tourism and exploring capacity-building opportunities for South Africa.

In Australasia, South Africa will continue to strengthen relations by boosting ties across the political and economic spectrum. Particular areas of engagement will

include cooperation in science and technology, skills transfer and agricultural development. New Zealand's hosting of the 2011 Rugby World Cup presents an ideal opportunity to deepen ties with that country and the region. Relations with the Pacific Islands will be further developed to mutual benefit. Across the whole region, more opportunities for addressing the country's national priorities will be sourced.

Middle East

The Middle East remains of importance to South Africa due to the fact that South Africa currently obtains almost 60% of its oil imports from the region. South Africa will therefore continue to engage these countries in pursuit of the national priorities.

Gulf States

South Africa's relations with the Gulf are primarily of an economic nature and are focused on increasing bilateral trade in goods and services as well as inward investment, tourism and skills transfer.

South Africa has established structured bilateral mechanisms with four countries in the Gulf region and will pursue similar arrangements with the remainder of the Gulf States. Such mechanisms were found to be very useful instruments to manage bilateral relations.

Levant

South Africa supports international efforts to bring about a lasting solution to the Arab-Israeli conflict. South Africa will continue supporting all peace initiatives, including that of the Arab League and the Quartet Road Map, as well as negotiations that pursue the establishment of a viable and fully independent Palestinian state, existing side by side in peace with Israel, within internationally recognized borders, based on those existing on 4 June 1967.

International efforts, such as the Egyptian mediation initiative, to bring about Palestinian unity in order that a negotiated agreement, accepted by the principal Palestinian factions, can be pursued with Israel, will also be supported.

Measures are in place to continue assisting Palestine with capacity building in line with commitments made at the Paris Donor Conference in 2007.

South Africa will also pursue its economic engagement with Iraq, considering that Iraq has the third largest oil reserves in the world and also its engagements with Syria, following the signing of an Economic and Trade Cooperation Agreement in October 2010.

The importance of the Levant region, including Jordan and Lebanon, is furthermore reflected in the pursuance of other appropriate economic and technical agreements with countries in the region.

EUROPE

Europe remains a region of strategic importance for the attainment of South Africa's key objectives, including the creation of a better life for all. The region consist of countries that are major actors in regional and global politics, as well as in global economic affairs through membership of organisations and groupings such as the UN, the European Union, the G8 and G20 that are critical in advancing South Africa's and Africa's human development agenda. Furthermore, Europe continues to be the biggest FDI and ODA contributor to South Africa and is still the leader in the field of science and technology, innovation, skills and knowledge production.

Eastern Europe

Through structured bilateral mechanisms, South Africa will continue its interaction with the region and promote economic and commercial relations, people to people cooperation, organised private sector partnerships, marketing and public diplomacy, as these will result in the economic growth, employment generation, and skills and knowledge transfer.

The region is well endowed with reserves in strategic commodities and minerals that are of vital importance to South Africa's economic livelihood. Cooperation in gas, oil, and peaceful uses of nuclear energy can contribute to the solution of current energy short-comings in South Africa.

Central Europe

South Africa will continue to strengthen and deepen political and economic relations with the region. These are emerging economies that present dynamic growth opportunities in trade, investment and technical cooperation. The region's strong education and skills base as well as science and technology capabilities present opportunities for education and skills development partnerships that can advance South Africa's development and competitiveness priorities.

Western Europe

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

Most Western European countries and the EU have made relations with Africa in general and South Africa specifically a foreign policy priority and South Africa continues to engage these countries on issues around content and efficiency of the relations with specific reference to the MDGs. Although relations with the region cut across the spectrum of international matters, alliances continue to be issue-based. Besides the EU, the region consists of members of the G8 and P5 and regular engagement through both multilateral and bilateral interaction on all levels is essential.

Western European countries remain key trade and investment partners of South Africa, as well as important sources of tourism. South Africa enjoys close political relations with Western European countries and the EU and engages in substantial and fruitful cooperation partnerships with them.

Economic cooperation will be continued and include initiatives in support of the government's five national priorities in view of the shift from development assistance to development cooperation from Europe and the scarcity of skills in South Africa.

Mediterranean Europe

Bilateral relations between South Africa and Mediterranean Europe will be sustained by frequent interaction on all levels of government and enhanced by other engagements, including civil society, in order to improve people to people cooperation. Trade and investment with this region has slowed down due to the global economic crises and therefore economic cooperation will continue to be one of the mainstays of South Africa's relations with Mediterranean Europe. The robust marketing of South Africa in Mediterranean Europe will continue so as to reflect a stable and sustainable environment for trade, investment and tourism.

Mediterranean Europe remains involved with various issues on the African continent, either bilaterally or as members of multilateral organisations, and engagement with these countries will continue to enhance the African Agenda.

South Africa will continue cooperation with the region to attain accelerated economic growth, capacity building and the acquisition of skills, particularly in the fields of the national priorities.

France will, during 2011, hold the presidency of both the G20 and G8 creating an opportunity for South African participation at the highest level to address the national priorities and the agenda of the South.

UK, Ireland and Benelux countries

South Africa continues to focus on the promotion of both political and economic cooperation with countries of this region, which remain important trade and investment partners, as well as major sources of tourism.

Emphasis will be placed on the prioritisation of the African continent, particularly the establishment of trilateral cooperation to promote peace and security as well as post-electoral reconstruction in the Great Lakes Region and elsewhere. Efforts will be made to maintain support for African countries towards reaching the Millennium Development Goals, also in the context of the G20.

German-Speaking and Nordic Countries

The existing bilateral relations will be further consolidated with the German-speaking and Nordic countries. Strategic partnerships and the historic and solid relationships with the Nordic countries, that supported the liberation movements, are still very strong and close today. The well-established bilateral relations continue to present opportunities for cooperation in a multitude of fields, including areas such as education, skills development, investment and job creation, science and technology.

The German-speaking and Nordic Countries have a strong commitment to the AU and its programmes, which includes development cooperation both bilaterally, trilaterally and through the EU. Most countries are engaged in joint projects with Africa regarding, inter alia, capacity building; conflict prevention and resolution; and disarmament.

Following a number of high-level visits, there is commitment to increase trade and investment with South Africa. The size of the German-speaking and Nordic markets remains a major opportunity for South African exports.

5.2 Organisational Environment

ORGANISATIONAL SUPPORT

CORPORATE SERVICES

During the MTSF period, DIRCO will continue to improve the efficiency and effectiveness of its processes, procedures and operations.

Information and Communication Technology (ICT)

ICT, as one of the business drivers of DIRCO, remains one of the fundamental structures necessary for DIRCO to perform optimally. During the MTSF period the VOIP infrastructure will be extended to Missions not included in the original scope. Effort will be concentrated on maintaining and supporting the infrastructure by implementing measures for the optimal utilisation thereof and by developing specialized software.

Property & Facilities Management

In the execution of its mandate, DIRCO relies on an optimal working environment and fully functional facilities and will continue to ensure that the required facilities are available and function optimally.

DIRCO will continue to improve its full life cycle management of accommodation for Missions abroad and will focus on the implementation of its property acquisition strategy and development of Chanceries, Official Residences and staff accommodation in identified countries.

DIRCO will continue to maintain all state owned properties in accordance with a comprehensive maintenance plan, renovate identified properties and dispose of redundant properties. Condition assessments of all state owned properties together with property valuations will be undertaken to inform future acquisition, maintenance, renovation and disposal activities.

Consular Services

DIRCO will continue to provide Consular Services to its citizens abroad in terms of the Vienna Convention on Consular Relations, 1963, as well as Legalisation Services in terms of the Rules of the High Court and The Hague Convention Abolishing the Requirement of Legalisation for Foreign Public Documents of 1961.

DIRCO will, during the MTSF period, upgrade its Consular Management System in consultation with the State Information Technology Agency (SITA). Effort will be accorded to making the Consular Emergency Response Team (CERT) operational.

DIRCO will, in liaison with the travel industry, continue marketing the web-based application ROSA (Registration of South Africans Abroad) that allows the South African international-travelling public to register their details on-line.

Finance

DIRCO will continue managing its financial affairs in accordance with the Public Finance Management Act (PFMA), Treasury Regulations, and other relevant prescripts by implementing sound financial management practices and the effective and efficient allocation of resources.

DIRCO will continue to ensure that the audits of the Annual Financial Statement are completed as prescribed and that it does not receive any adverse comments or an adverse audit opinion on these financial statements.

Security

In order to ensure the security of people, information and assets, the security capacity of DIRCO will be comprehensively reviewed and updated.

Internal and mission security audits and risk assessments will be conducted and effective physical and electronic systems will be designed and implemented to ensure optimal physical security control at both DIRCO's Head Office and Missions abroad.

A strategy for the cyclical security vetting of all departmental officials will be implemented in conjunction with sister departments.

DIRCO will continue to ensure compliance with the Minimum Information Security Standards (MISS) and will formalise effective and efficient security policies and procedures in support of the MISS.

Supply Chain Management

DIRCO will continue to provide goods and services in the right quantity, according to the right specification, meeting the quality requirement, at the right time and delivered to right recipients.

Furthermore, DIRCO will continue with the compilation of an accurate asset register, in accordance with the requirements of the PFMA and Treasury Guidelines, as well as the review of departmental file plans to ensure compliance with the National Archives Act.

Internal Audit

During the MTSF period, Internal Audit will focus on assessing DIRCO's systems of internal control, risk management and governance processes and make recommendations for the improvement thereof.

State Protocol Services

In support of South Africa's diplomatic activities, DIRCO will continue to facilitate incoming and outgoing high level visits, as well as coordinate and regulate engagement with the local diplomatic community.

DIRCO will continue to facilitate the holding of international conferences in South Africa and provide protocol advice and support to the various spheres of government.

The King Shaka State Protocol Lounge at La Mercy in KwaZulu Natal will be officially inaugurated in 2011, which will further facilitate the flow of VIP's through State Protocol Lounges at South Africa's international airports.

Communication

Emerging trends in international relations require governments worldwide to facilitate the involvement and participation of non-state actors including private business and civil society in the country's Public Diplomacy activities. In this regard DIRCO will promote the national interest through informing and communicating foreign policy positions to both domestic and foreign publics in order to broaden dialogue.

Noting that there is growing realisation that civil societies, international NGOs, business and government have a mutually reinforcing effect on a country's foreign policy activities, DIRCO will manage government-sponsored programmes intended to inform and influence public opinion. Against this background, DIRCO will manage the communication of a correctly packaged set of services, government policies, legislation and regulations, and incentives that promote good corporate citizenship and attract investments.

To ensure that South Africa remains a competitive player on the global market, DIRCO

will integrate its Public Diplomacy activities with the concept of branding South Africa, in partnership with the International Marketing Council (IMC) and SA Tourism.

ORGANISATIONAL STRENGTHENING

Human Resources

DIRCO will continue to ensure that its Human Resource (HR) Programmes and Policies, in accordance with its HR Strategic Plan, are responsive and focus on its current and future needs. In this context, HR organisational processes and management capacity will be enhanced.

As part of efforts to improve service delivery, DIRCO will review its Mission establishments in other countries to ensure proper alignment with DIRCO's operational requirements.

Interventions aimed at improving support to the Missions, particularly those operating in difficult environments, will be increased.

The wellness of employees and their career management will also receive increasing attention.

Diplomatic Training, Research and Development

DIRCO will continue to consolidate and address the skills developmental needs of its employees for organisational effectiveness, thus creating a platform for enhanced service delivery.

Continuous research into long-term global drivers, geostrategic shifts and projected developments for South Africa and Africa will be conducted.

In order to pursue South Africa's foreign policy objectives globally DIRCO will reposition the Foreign Language Directorate as the primary vehicle for developing foreign language capacity across the public service and provide translation and interpreting services.

In pursuit of DIRCO's social responsibility agenda it will continue to provide training and development to the unemployed youth through learnerships and internships as well as a cadet programme for possible employment in DIRCO.

DIRCO will continue to contribute to training and development in the region and identified countries as well as explore possibilities of cooperation with diplomatic training and research institutes especially in countries of Africa and of the South.

5.3 Description of the strategic planning process

PROCESS

South African Presidents and Ministers have enunciated the principles underlying SA's foreign policy since 1994 in various fora including the State of the Nation addresses. These principles have largely remained consistent and enduring and have taken on even greater significance.

The current strategic plan of DIRCO reflects these enduring principles and has been formulated through the following process:

- Consideration of the Manifesto of the governing party;
- The Cabinet's MTSF document formed the high level anchor around which the strategy was developed;
- Further definition was given to the strategic document by aligning the department's strategic focus with the content of the President's State of the Nation address on 10 February 2011;
- The national priorities also informed the development of the strategic plan;
- Outcome 11 provided a specific area of focus within the cluster system;
- High level guidance was therefore provided by the President, Cabinet and the Executive Authority of DIRCO;
- The Director-General (DG) and Deputy Directors-General (DDGs) provided more detailed, strategic guidance and input;
- Branches within DIRCO consulted internally, held their own strategic planning sessions, utilising the high level guidance provided and made individual branch contributions to the document;
- The strategic objectives of DIRCO and the outputs and sub-outputs of Outcome 11 were aligned;
- Thereafter, a team of Senior Managers, representing each Branch, headed by the Chief Financial Officer consolidated the strategic plan;
- The strategic plan, after consolidation and review was tabled at the Departmental strategic planning session comprising members of the Executive and SMS members;
- The updated document was then tabled and passed through the Director General's Forum (DGF) comprising of the DG and all the DDG's for tabling at the Executive Management Committee Meeting (EMC); and
- The EMC (which comprises of the Minister, Deputy Ministers, DG and DDG's) considered and approved the strategic plan.

STRATEGIC FOCUS

The strategic focuses of DIRCO for the 2011 – 2014 period are as follows:

- Enhanced African Agenda and Sustainable Development;
- Strengthen Political and Economic Integration of SADC;
- Strengthen South-South Relations;
- Strengthen Relations with Strategic Formations of the North;
- Participate in the Global System of Governance; and
- Strengthen Political and Economic Relations.

The above is supported by:

- Organisational Support;
- State Protocol Services;
- Communication; and
- Organisational Strengthening.

6. STRATEGIC OUTCOME OF ORIENTED GOALS OF THE INSTITUTION

- Through bilateral and multilateral interactions protect and promote South African national priorities 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; and
- Provide State Protocol services.

The strategic outcome is to contribute to addressing South Africa's domestic challenges with a specific focus on the priorities identified for this mandate period. It is also to contribute to the creation of a better Africa and a better World guided by the values in our Constitution.

PART B: STRATEGIC OBJECTIVES

7. PROGRAMME: DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

7.1 Strategic objectives

KEY PRIORITY AREA 1: ENHANCED AFRICAN AGENDA AND SUSTAINABLE DEVELOPMENT

Outcome: 1

Deepened contribution to regional and continental security, stability and sustainable development

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To promote security, stability and development on the African Continent through processes, debates and resolutions in the Organs of the United Nations (UN), the Africa Union (AU) and its Structures and the Southern African Development Community (SADC)	Aligned and promoted South Africa 's positions and the positions of Africa and the South in Organs of the UN, AU and SADC	Participate in all deliberations in the various Organs of the UN, AU and SADC Utilise structured bilaterals and high-level engagements to promote South Africa's positions and the positions of Africa and the South in multilateral fora	Participate in all deliberations in the various Organs of the UN, AU and SADC Utilise structured bilaterals and high-level engagements to promote South Africa's positions and the positions of Africa and the South in multilateral fora	Participate in all deliberations in the various Organs of the UN, AU and SADC Utilise structured bilaterals and high-level engagements to promote South Africa's positions and the positions of Africa and the South in multilateral fora
	Utilised South Africa's tenure on the United Nations Security Council (UNSC) to promote and support efforts to find lasting solutions to conflict on the African Continent	Advance South Africa positions in debates and deliberations of the UNSC	Advance South Africa positions in debates and deliberations of the UNSC	Continue to honour South Africa's reporting obligations in terms of UNSC decisions
		Enhance coordination between African countries represented in the UNSC to promote AU positions and decisions	Enhance coordination between African countries represented in the UNSC to promote AU positions and decisions	Continue to promote AU positions and decisions as a non-member of the UNSC

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
		Collaborate with identified countries and major groupings Promote cooperation between UNSC and AU Structures	Collaborate with identified countries and major groupings Promote cooperation between UNSC and AU Structures	Continue to collaborate with identified countries and major groupings as a non-member Continue to promote cooperation between UNSC and AU structures as a non-member of the UNSC
	Utilised South Africa 's membership of the African Union Peace and Security Council (AUPSC) to enhance working methods of the AUPSC with increased focus on conflict prevention mechanisms	Introduce and lobby for approval of a draft paper on enhanced working methods	Support the implementation of improved working methods	Continue to support the implementation of improved working methods
		Contribute to the capacity of the Early Warning Mechanisms and support its utilisation in conflict prevention	Contribute to the capacity of the Early Warning Mechanisms and support its utilisation in conflict prevention	Continue to contribute to the capacity of the Early Warning Mechanisms
	Utilised South Africa's membership of the African Commission on Nuclear Energy (AFCONE) to strengthen nuclear non-proliferation and peaceful uses of nuclear energy	Establish and activate mechanisms for hosting the Secretariat of the African Nuclear Energy Commission	Contribute to the effective functioning of AFCONE	Contribute to the effective functioning of AFCONE
		Contribute to the strengthening of the African Nuclear Weapons Free Zone (NWFZ) and peaceful uses of nuclear energy	Contribute to the strengthening of the African Nuclear Weapons Free Zone (NWFZ) and peaceful uses of nuclear energy	Contribute to the strengthening of the African Nuclear Weapons Free Zone (NWFZ) and peaceful uses of nuclear energy

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
	Engaged the African Diaspora internationally	Engage with the African Diaspora internationally to promote Africa's development initiatives Prepare for the hosting of the Diaspora Summit	Engage with the African Diaspora internationally to promote Africa's development initiatives Host the Diaspora Summit	Engage with the African Diaspora internationally to promote Africa's development initiatives Monitor implementation of Diaspora Summit outcomes
To strengthen bilateral relations on the African continent	Strengthened and expanded cooperation in economic, political and social spheres	Utilise structured bilateral and high-level engagements to strengthen and enhance economic, political and social relations	Utilise structured bilateral and high-level engagements to strengthen and enhance economic, political and social relations	Utilise structured bilateral and high-level engagements to strengthen and enhance economic, political and social relations
To contribute to the entrenchment of good governance, democracy and human rights on the African continent	Participated in activities of relevant fora dealing with democracy and human rights on the Continent Provided support to the Pan-African Parliament (PAP)	Engage relevant stakeholders Coordinate and participate in AU and SADC election observer missions Continue to support the PAP in executing its mandate	Engage relevant stakeholders Coordinate and participate in AU and SADC election observer missions Continue to support the PAP in executing its mandate	Engage relevant stakeholders Coordinate and participate in AU and SADC election observer missions Continue to support the PAP in executing its mandate

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
	Promoted the African Peer Review Mechanism (APRM)	Participate in APRM processes including the revision of the APRM Panel Operating Procedures	Participate in the process to periodically review the APRM, as per APRM base document	Encourage increased APRM membership within SADC
To contribute to the strengthening of the African Union and its structures	Contributed to strengthened governance and capacity in the AU	Support the transformation of the AU Commission into the AU Authority Support the implementation of the AU Audit Report recommendations	Support the transformation of the AU Commission into the AU Authority Support the implementation of the AU Audit Report recommendations	Support the transformation of the AU Commission into the AU Authority Support the implementation of the AU Audit Report recommendations
To promote the accelerated implementation of NEPAD programmes related to priority sectors nationally, regionally and globally	Facilitated the national implementation of the Africa Action Plan (AAP) 2010-2015 and promoted the acceptance of the Joint AU/NEPAD AAP 2010-2015 amongst all stakeholders and development partners	South Africa to lead the Heads of State and Government Infrastructure Priority Programme (Committee of 8 Heads of State and Government), prioritising AAP 2010-2015 Advocate prioritised NEPAD programmes in structured bilaterals and high-level engagements with other countries and development partners	South Africa to participate in the process of accelerated implementation of prioritised projects, in particular in terms of South Africa's championing of the North-South corridor Advocate prioritised NEPAD programmes in particular the AU approved Infrastructure Projects (January 2011 Summit) and assist with resources mobilisation for their implementation.	South Africa to manage and participate in the process of accelerated implementation of prioritised projects as approved by the AU Summit in January 2011 Monitor (as Chairperson of the Sub-Committee on Infrastructure development in Africa) the implementation of the approved Infrastructure Projects as mandated by the (HSGOC) in January 2011

Outcome: 2

Strengthened contribution in Peace Missions and Post-Conflict Reconstruction and Development (PCRD)

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To participate in regional and continental PCRD initiatives	Provided support to post-conflict reconstruction and development initiatives in identified post-conflict situations on the African Continent	Coordinate South Africa's contribution to PCRD programmes and United Nations Peacebuilding Commission (UNPBC) activities	Coordinate South Africa's contribution to PCRD programmes and UNPBC activities	Coordinate South Africa's contribution to PCRD programmes and UNPBC activities
		Pay assessed contributions in full and on time	Pay assessed contributions in full and on time	Pay assessed contributions in full and on time
		Utilise structured bilaterals and high-level engagements and pursue trilateral cooperation to garner support for PCRD initiatives in identified post-conflict situations on the African Continent	Utilise structured bilaterals and high-level engagements and pursue trilateral cooperation to garner support for PCRD initiatives in identified post-conflict situations on the African Continent	Utilise structured bilaterals and high-level engagements and pursue trilateral cooperation to garner support for PCRD initiatives in identified post-conflict situations on the African Continent
To coordinate South Africa's contribution to Peace Missions	Streamlined South Africa participation in Peace Missions	Inter-governmental involvement in planning of South Africa's participation in Peace Missions	Inter-governmental involvement in planning of South Africa's participation in Peace Missions	Inter-governmental involvement in planning of South Africa's participation in Peace Missions
		Maintain database of South Africa civilians and coordinate their participation in the SADC Standby Force	Maintain database of South Africa civilians and coordinate their participation in the SADC Standby Force	Maintain database of South Africa civilians and coordinate their participation in the SADC Standby Force
		Assist in obtaining approval of the revised White Paper on Peace Missions	Coordinate the implementation of the revised White Paper on Peace Missions	Coordinate the implementation of the revised White Paper on Peace Missions

Outcome: 3

Technical and development cooperation

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To establish South African Development Partnership Agency (SADPA)	SADPA established and functioning	Promote the promulgation of the SADPA Bill	SADPA resourced and capacitated, systems established	Manage SADPA and monitor the implementation of projects
		Develop corporate documents and plans for SADPA	Promote trilateral cooperation with South Africa development partners outside Africa	Promote trilateral cooperation with South Africa development partners outside Africa
To manage the African Renaissance and International Cooperation Fund (ARF)	Managed ARF	Manage ARF in accordance with ARF Act	Continue to manage ARF Transfer of remaining assets and liabilities from ARF to SADPA	Termination of ARF

KEY PRIORITY AREA 2: STRENGTHEN POLITICAL AND ECONOMIC INTEGRATION OF SADC

South Africa will continue to play a leading role in efforts aimed at strengthening SADC.

Outcome: 1

Political integration of SADC

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To contribute to the strengthening of the political cohesion of SADC	Engaged in activities that will strengthen the political cohesion of SADC	Participate in identified SADC efforts to entrench democracy, human rights and good governance Utilise structured bilateral and high-level engagements within SADC to strengthen and enhance political relations	Participate in identified SADC efforts to entrench democracy, human rights and good governance Utilise structured bilateral and high-level engagements within SADC to strengthen and enhance political relations	Participate in identified SADC efforts to entrench democracy, human rights and good governance Utilise structured bilateral and high-level engagements within SADC to strengthen and enhance political relations
	Advanced the functioning of the SADC Tribunal	Participate with relevant stakeholders to review the SADC Tribunal Participate in statutory meetings of the Tribunal	Promote SADCs implementation of the outcome of the Review Participate in statutory meetings of the Tribunal	Promote SADCs implementation of the outcome of the Review Participate in statutory meetings of the Tribunal
To coordinate South Africa's contribution to the functioning of the SADC Organ on Politics, Defence and Security and the implementation of the Strategic Indicative Plan of the Organ (SIPO)	Contributed to the implementation of SIPO	Coordinate South Africa's participation in scheduled SADC Organ meetings	Coordinate South Africa's participation in scheduled SADC Organ meetings	Coordinate South Africa's participation in scheduled SADC Organ meetings
		Promote the coordination of work between the SADC Organ and the AU PSC	Promote the coordination of work between the SADC Organ and the AU PSC	Promote the coordination of work between the SADC Organ and the AU PSC
		Coordinate identified Inter-departmental meetings to formulate South Africa positions	Coordinate identified Inter-departmental meetings to review and formulate South Africa positions	Coordinate identified Inter-departmental meetings to review and formulate South Africa positions

Outcome: 2

Economic integration of SADC

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To contribute to the effective functioning of the Southern African Customs Union (SACU)	Participated in the review of the SACU Revenue Sharing Formula and on agreed development objectives	Participate in negotiations on the review of the SACU revenue-sharing formula and development objectives	Participate in negotiations on the review of the SACU revenue-sharing formula and development objectives	Participate in negotiations on the review of the SACU revenue-sharing formula and development objectives
		Participate in negotiations on SACU trade and tariff policies and strategies in support of industrialisation of SACU Member States	Participate in negotiations on SACU trade and tariff policies and strategies in support of industrialisation of SACU Member States	Participate in negotiations on SACU trade and tariff policies and strategies in support of industrialisation of SACU Member States
To contribute to the strengthening of governance and capacity in SADC Secretariat.	Contributed to the strengthening of governance and capacity in SADC, especially in the Secretariat	Participate in the processes to build capacity in SADC Secretariat	Participate in the processes to build capacity in SADC Secretariat	Participate in the processes to build capacity in SADC Secretariat

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To coordinate South Africa's participation in the enhanced functioning of SADC and implementation of Regional Indicative Strategic Development Plan the (RISDP)	Contributed to the implementation of RISDP	Participate in and contribute to the activities and review process of RISDP	Participate in and contribute to the activities and review process of RISDP	Participate in and contribute to the activities and review process of RISDP
		Coordinate identified Inter-departmental meetings to formulate South Africa positions	Coordinate identified Inter-departmental meetings to review and formulate South Africa positions	Coordinate identified Inter-departmental meetings to review and formulate South Africa positions
		Include regional economic integration on agenda of structured bilateral and high-level engagements	Include regional economic integration on agenda of structured bilateral and high-level engagements	Contributed towards SADC Regional Economic Integration Agenda through structured bilateral and high-level engagements
		Engage identified SADC Member States on the implementation of the Free Trade Agreement (FTA)	Engage identified SADC Member States on the implementation of FTA	Engage identified SADC Member States on the implementation of FTA
To promote the expansion of regional markets through closer cooperation between SADC, EAC and COMESA	Promoted closer cooperation between SADC, EAC and COMESA in regional infrastructure development	Participate in identified activities and utilise relevant fora to promote closer cooperation	Participate in identified activities and utilise relevant fora to promote closer cooperation	Participate in identified activities and utilise relevant fora to promote closer cooperation
		Engage identified stakeholders to obtain support for and include SDIs in structured bilateral and high-level engagements	Engage identified stakeholders to obtain support for and include SDIs in structured bilateral and high-level engagements	Engage identified stakeholders to obtain support for and include SDIs in structured bilateral and high-level engagements

KEY PRIORITY AREA 3: STRENGTHEN SOUTH – SOUTH RELATIONS

Outcome: 1

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

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To participate in, and contribute to, the formulation of common positions in the NAM and G77 as developing countries positions in other international processes	Contributed to the formulation of common positions of the South	Promote South Africa positions in NAM and G77 outcome documents	Promote South Africa positions in NAM and G77 outcome documents	Promote South Africa positions in NAM and G77 outcome documents
		Promote common positions of the South in respect of the developmental priorities of Africa in multilateral fora	Promote common positions of the South in respect of the developmental priorities of Africa in multilateral fora	Promote common positions of the South in respect of the developmental priorities of Africa in multilateral fora
		Coordinate inter-departmental planning sessions for the formulation of South Africa positions and initiatives	Coordinate inter-departmental planning sessions for the formulation of South Africa positions and initiatives	Coordinate inter-departmental planning sessions for the formulation of South Africa positions and initiatives
		Facilitate high-level participation of meetings of the organisations of the South	Facilitate high-level participation of meetings of the organisations of the South	Facilitate high-level participation of meetings of the organisations of the South
To engage identified organisations and formations of the South in order to promote the African Agenda and the Agenda of the South	Pursued common positions within these organisations and formations in support of the African Agenda and the Agenda of the South Promoted common positions of the South	Engage identified organisations and formations of the South	Engage identified organisations and formations of the South	Engage identified organisations and formations of the South
		Contribute to the consolidation of positions of Africa and of the South on issues of global importance	Contribute to the consolidation of positions of Africa and of the South on issues of global importance	Contribute to the consolidation of positions of Africa and of the South on issues of global importance
To strengthen bilateral relations with countries of the South	Strengthened cooperation with countries of the South in support of national priorities, the African agenda and the agenda of the South	Promote the agendas of South Africa, the South and Africa through structured bilateral and high-level engagements	Promote the agendas of South Africa, the South and Africa through structured bilateral and high-level engagements	Promote the agendas of South Africa, the South and Africa through structured bilateral and high-level engagements

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To facilitate and coordinate South Africa's participation in IBSA processes and fora	Facilitated, coordinated and monitored the implementation of IBSA decisions, agreements and action plans	Coordinate South Africa's participation in IBSA structures and processes	Coordinate South Africa's participation in IBSA structures and processes	Coordinate South Africa's participation in IBSA structures and processes
	Promoted the agenda of the South through structured high-level engagements between Member States	Coordinate South Africa's participation in IBSA structures and processes	Coordinate South Africa's participation in IBSA structures and processes	Coordinate South Africa's participation in IBSA structures and processes
	Strengthened bilateral, trilateral and multilateral coordination in the IBSA Forum	Host the 5th IBSA Summit (2011)	Implement outcomes of IBSA Summit	Participate in activities of IBSA
	Coordinated the identification and submission of projects for funding by the IBSA Trust Fund	Submit identified projects for consideration by the Board of the IBSA Trust Fund	Submit identified projects for consideration by the Board of the IBSA Trust Fund	Submit identified projects for consideration by the Board of the IBSA Trust Fund

KEY PRIORITY AREA 4: STRENGTHEN RELATIONS WITH STRATEGIC FORMATIONS OF THE NORTH

Outcome: 1

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

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To pursue a developmental and investment-oriented approach to engagements with the North	Utilised and expanded partnerships with countries of the North to advance national priorities and positions, as well as the African Agenda and positions of the South	Utilise structured bilaterals and high-level engagements to further national priorities, as well as the objectives of Africa and the South Participate in activities and identified structures of organisations of the North	Utilise structured bilaterals and high-level engagements to further national priorities, as well as the objectives of Africa and the South Participate in activities and identified structures of organisations of the North	Utilise structured bilaterals and high-level engagements to further national priorities, as well as the objectives of Africa and the South Participate in activities and identified structures of organisations of the North
To strengthen bilateral relations with countries of the North	Strengthened cooperation with countries of the North in support of national priorities, the African agenda and the agenda of the South	Promote the agendas of South Africa, Africa and the South through structured bilateral and high-level engagements	Promote the agendas of South Africa, Africa and the South through structured bilateral and high-level engagements	Promote the agendas of South Africa, Africa and the South through structured bilateral and high-level engagements

KEY PRIORITY AREA 5: PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE

Outcome: 1

Strengthened rules-based multilateral system

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To participate in the global financial reform processes	Promoted the reform of the international financial architecture, including increasing the voice and representation of Africa and the South	Support national participation in the debate on the reform of the international financial architecture	Support national participation in the debate on the reform of the international financial architecture	Support national participation in the debate on the reform of the international financial architecture
To advocate for the reform of global governance institutions and their secretariats to better address the needs of developing countries	Advocated for the accelerated transformation and strengthening of global governance institutions	Contribute to deliberations on transformation	Contribute to deliberations on transformation	Contribute to deliberations on transformation
		Continue to advocate for the assessment of the AU's common position on UNSC reform	Advocate for the acceleration of the UNSC reform	Advocate for conclusion of the negotiations regarding the reform of global governance
To promote South Africa's national strategies and developmental agenda in global organisations	Promoted the increased alignment between the developmental agenda of Africa and the South with that of global organizations, in order to address underdevelopment, poverty and growth	Promote developmental needs in the debates of international organizations	Promote developmental needs in the debates of international organizations	Promote developmental needs in the debates of international organizations
To cooperate with countries of the North and formations of the South to identify and advance common goals within the major multilateral centers and the UN system	Cooperated with countries of the North and formations of the South to identify and advance common goals within the major multilateral centers and the UN system	Utilise structured bilaterals and high-level engagements to advance common goals within the major multilateral centers and the UN system	Utilise structured bilaterals and high-level engagements to advance common goals within the major multilateral centers and the UN system	Utilise structured bilaterals and high-level engagements to advance common goals within the major multilateral centers and the UN system

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To support South Africa's participation in WTO towards the conclusion of the Doha Development Round (DDR) of negotiations.	Monitored and reported on the developments in respect of DDR negotiations and report to stakeholders	Monitor and report on DDR	Monitor and report on DDR	Monitor and report on DDR
To engage within global governance institutions on political, sustainable development and security matters.	Promoted positions of the South, specifically Africa, in the engagement of multilateral institutions dealing with security, sustainable development and human rights issues	Contribute to deliberations in all relevant multilateral institutions	Contribute to deliberations in all relevant multilateral institutions	Contribute to deliberations in all relevant multilateral institutions
		Coordinate and contribute to discussions on food security within the World Food Programme (WFP) and the Food and Agriculture Organisation (FAO)	Coordinate and contribute to discussions on food security within WFP and FAO	Coordinate and contribute to discussions on food security within WFP and FAO
		Contribute to deliberations on the review of the UN Human Rights Council (HRC)	Continue to contribute to deliberations on the review of the UN HRC	Contribute to deliberations on the review of the UN HRC
		Coordinate and contribute to deliberations in all relevant multilateral institutions with respect to Weapons of Mass Destruction (WMD), Small Arms and Light Weapons (SALW), and Conventional Arms	Coordinate and contribute to deliberations in all relevant multilateral institutions with respect to Weapons of Mass Destruction (WMD), Small Arms and Light Weapons (SALW), and Conventional Arms	Coordinate and contribute to deliberations in all relevant multilateral institutions with respect to Weapons of Mass Destruction (WMD), Small Arms and Light Weapons (SALW), and Conventional Arms
		Coordinate South Africa's reporting on the implementation of treaty obligations on WMD, SALW, Conventional Arms and UNSC sanctions regimes	Coordinate South Africa's reporting on the implementation of treaty obligations on WMD, SALW, Conventional Arms and UNSC sanctions regimes	Coordinate South Africa's reporting on the implementation of treaty obligations on WMD, SALW, Conventional Arms and UNSC sanctions regimes

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
		Participate in deliberations to finalise the Treaty on Arms Trade	Continue to participate in deliberations to finalise Treaty on Arms Trade	Continue to participate in deliberations to finalise Treaty on Arms Trade
		Support the President's Sherpa on the Nuclear Security Summit Initiative	Continue to support the President's Sherpa on the Nuclear Security Summit Initiative	Continue to support the President's Sherpa on the Nuclear Security Summit Initiative
	Promoted multilateral initiatives on Security Sector Reforms (SSRs)	Coordinate and contribute to multilateral deliberations on SSRs, more especially in post conflict countries	Continue to coordinate and contribute to multilateral deliberations on SSRs, more especially in post conflict countries	Continue to coordinate and contribute to multilateral deliberations on SSRs, more especially in post conflict countries
	Promoted international support for post-conflict reconstruction in identified countries outside the African Continent	Promote international support	Promote international support	Promote international support
	Supported South Africa's participation in G20	Participate in the Summits and other relevant processes of the G20	Participate in the Summits and other relevant processes of the G20	Participate in the Summits and other relevant processes of the G20
	Coordinated South Africa's international humanitarian assistance to victims of conflict and disaster	Coordinate identified activities	Coordinate identified activities	Coordinate identified activities
	Advocated the mainstreaming of gender equality, and the empowerment of women in international fora	Promote the mainstreaming of gender issues in international fora	Promote the mainstreaming of gender issues in international fora	Promote the mainstreaming of gender issues in international fora

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
	Participated in the follow-up of major international conferences dealing with security, sustainable development and human rights issues	Prepare for and participate in the follow-up of relevant conferences	Prepare for and participate in the follow-up of relevant conferences	Prepare for and participate in the follow-up of relevant conferences
	Contributed to strengthening of global governance through hosting of identified conferences	Identify and host specified conferences	Identify and host specified conferences	Identify and host specified conferences
	Promoted the special developmental needs of Africa and countries of the South in the upcoming 17 th Conference of the Parties to the UN Framework Convention on Climate Change and the 7 th Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol (COP17/CMP7) and related processes	Host COP17/CMP7 Participate in identified activities related to climate change	Preside over COP17/CMP7 and Troika Participate in identified activities related to climate change	Monitor implementation of COP17/CMP7 decisions Participate in identified activities related to climate change
To utilise South Africa 's tenure in UNSC to promote and support efforts to find lasting solutions to threats to international peace and security	Promoted and supported efforts to find lasting solutions to threats to international peace and security	Utilise South Africa 's tenure of UNSC to promote efforts to advance international peace and security	Utilise South Africa 's tenure of UNSC to promote efforts to advance international peace and security	Utilise South Africa 's experience whilst serving on the UNSC to advance the peaceful resolutions of conflict
To promote the attainment of the Millennium Development Goals (MDGs)	Advocated the delivery of commitments aimed at realising MDGs, especially on the African Continent	Engage development partners	Engage development partners	Engage development partners
To advise on adherence to and promotion of International and domestic law in the conduct of international relations including custodianship of the official Treaty Records	Provided legal advice and assistance on all issues related to international and domestic law Managed Treaty Records	Provide legal advice and assistance on all issues related to international and domestic law Manage Treaty Records	Provide legal advice and assistance on all issues related to international and domestic law Manage Treaty Records	Provide legal advice and assistance on all issues related to international and domestic law Manage Treaty Records

KEY PRIORITY AREA 6: STRENGTHEN POLITICAL AND ECONOMIC RELATIONS

Outcome: 1

Coordination of South Africa's international relations

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To strengthen people to people cooperation through civil society organisations and identified stakeholders on international relations	Engaged civil society and identified stakeholders on political, economic and social issues	Engage with civil society and identified stakeholders including organised business on political, economic and social issues	Engage with civil society and identified stakeholders including organised business on political, economic and social issues	Engage with civil society and identified stakeholders including organised business on political, economic and social issues
To facilitate intra- governmental coordination and implementation of South Africa's foreign policy	Coordinated intra-governmental participation and implementation of South Africa 's foreign policy	Coordinate participation from all spheres of government on, and implementation of, South Africa 's foreign policy	Coordinate participation from all spheres of government on, and implementation of, South Africa 's foreign policy	Coordinate participation from all spheres of government on, and implementation of, South Africa 's foreign policy
To facilitate identified high level engagements on international relations	Facilitated identified high level engagements	Facilitate identified high-level engagements	Facilitate identified high-level engagements	Facilitate identified high-level engagements
To facilitate conclusion of identified legal instruments on international relations	Promoted the conclusion of identified legal instruments	Engage identified countries	Engage identified countries	Engage identified countries

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To increase South Africa representation in international institutions	Identified and promoted South Africa's candidatures for membership in identified strategic organizations	Coordinate identification and declaration of candidates for membership of identified strategic organisations	Coordinate identification and declaration of candidates for membership of identified strategic organisations	Coordinate identification and declaration of candidates for membership of identified strategic organisations
		Strategic management of South Africa's candidature policy	Strategic management of South Africa's candidature policy	Strategic management of South Africa's candidature policy
		Recommend support for foreign candidates for approval by political principals	Recommend support for foreign candidates for approval by political principals	Recommend support for foreign candidates for approval by political principals
To develop and implement a national strategy on secondment of South Africans into structures and secretariats of identified strategic organizations	National Secondment Strategy developed and implemented	Develop and formalize secondment strategy	Implement secondment strategy	Implement secondment strategy
To promote and facilitate the transfer of identified skills to South Africa residents and the rest of Africa	Promoted and facilitated the transfer of identified skills	Pursue skills transfer with identified governments and other stakeholders	Pursue skills transfer with identified governments and other stakeholders	Pursue skills transfer with identified governments and other stakeholders

Outcome: 2

Strengthened bilateral political relations

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To promote national priorities, the African Agenda and the Agenda of the South, through strengthened and expanded bilateral and multilateral cooperation with individual countries	Increased support and understanding for national priorities and positions, including the African Agenda and the Agenda of the South	Utilise structured bilaterals and high-level engagements	Utilise structured bilaterals and high-level engagements	Utilise structured bilaterals and high-level engagements

Outcome: 3

Strengthened bilateral economic relations

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To promote and facilitate increased exports of South Africa goods and services, especially value added products	Promoted and facilitated increased South Africa exports to identified markets	Engage identified economies to support national priorities	Engage identified economies to support national priorities	Engage identified economies to support national priorities
		Facilitate and support inter-departmental cooperation to coordinate and guide economic activities	Facilitate and support inter-departmental cooperation to coordinate and guide economic activities	Facilitate and support inter-departmental cooperation to coordinate and guide economic activities
		Utilise structured bilaterals and high-level engagements in pursuit of national priorities	Utilise structured bilaterals and high-level engagements in pursuit of national priorities	Utilise structured bilaterals and high-level engagements in pursuit of national priorities
To promote and facilitate increased Foreign Direct Investment (FDI) to South Africa	Promoted and facilitated increased inward investment	Engage identified economies to support national priorities	Engage identified economies to support national priorities	Engage identified economies to support national priorities
		Facilitate and support inter-departmental cooperation to coordinate and guide economic activities	Facilitate and support inter-departmental cooperation to coordinate and guide economic activities	Facilitate and support inter-departmental cooperation to coordinate and guide economic activities
		Utilise structured bilaterals and high-level engagements in pursuit of national priorities and positions	Utilise structured bilaterals and high-level engagements in pursuit of national priorities	Utilise structured bilaterals and high-level engagements in pursuit of national priorities
To promote and facilitate inward tourism	Promoted and facilitated increased inward tourism including medical tourism	Engage relevant role players in identified countries to promote South Africa as a preferred tourist destination	Engage relevant role players in identified countries to promote South Africa as a preferred tourist destination	Engage relevant role players in identified countries to promote South Africa as a preferred tourist destination
		Promote Brand South Africa	Promote Brand South Africa	Promote Brand South Africa

KEY PRIORITY AREA 7: ORGANISATIONAL SUPPORT

Outcome: 1

A modern and efficient Department

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/14
To maintain a modern and efficient ICT infrastructure	ICT strategic plan developed, implemented and maintained	Update, implement and maintain an ICT Plan	Update, implement and maintain an ICT Plan	Update, implement and maintain an ICT Plan
To provide accommodation at Head Office and missions	Land and properties acquired; developed, maintained and disposed of	Review and implement and Asset Management Plan	Review and implement and Asset Management Plan	Review and implement and Asset Management Plan
To provide Consular Services	Rendered assistance to South African citizens abroad in compliance with international statutes	Render consular services	Render consular services	Render consular services
	Legalisation of public documents	Render services to public	Render services to public	Render services to public
	Consular Management System (CMS) implemented	Finalise roll-out of CMS	Assess the continued functioning of the CMS	Review and upgrade CMS
	Consular Emergency Response Team (CERT) established	Continue training and operation of the CERT	CERT to be permanently established and operational	Functioning of CERT to be reviewed
To manage the allocation of financial resources in the department	Approved Departmental Budget	Coordinate departmental budget processes	Coordinate departmental budget processes	Coordinate departmental budget processes
To provide financial management services	Prepared Annual Financial Statements in compliance with Public Finance Management Act (PFMA)	Prepare Annual Financial Statements	Prepare Annual Financial Statements	Prepare Annual Financial Statements
	Rendered financial management services to DIRCO	Render relevant financial management services	Render relevant financial management services	Render relevant financial management services
To provide for the security of personnel, information, assets and premises	Provided safe and secure work environment in compliance with Minimum Information Security Standards (MISS)	Provide safe and secure work environment	Provide safe and secure work environment	Provide safe and secure work environment

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/14
To manage the procurement of goods and services	Goods and Services procured and delivered in accordance with the PFMA	Review, monitor and implement Demand Management and Procurement plans	Review, monitor and implement Demand Management and Procurement plans	Review, monitor and implement Demand Management and Procurement plans
To manage Assets and Records in terms of the relevant prescripts	Maintained an accurate and complete Asset Register	Implement and review Asset Management Plan	Implement and review Asset Management Plan	Implement and review Asset Management Plan
	Records management in accordance with National Archives Act	Manage records in accordance with National Archives Act	Manage records in accordance with National Archives Act	Manage records in accordance with National Archives Act

KEY PRIORITY AREA 8: STATE PROTOCOL SERVICES

Outcome: 1

International state protocol services

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/14
To manage ceremonial events, international visits and conferences	Provided protocol services at state events	Provide protocol services at state events	Provide protocol services at state events	Provide protocol services at state events
	Managed ceremonial events, international visits and conferences	Plan, execute and manage international state events	Plan, execute and manage international state events	Plan, execute and manage international state events
To provide protocol services to Provincial and Local Government	Rendered protocol advisory services	Render protocol advisory services	Render protocol advisory service	Render protocol advisory service
	Facilitated and coordinated international visits for Provinces and Local Government	Coordinate international visits for Provincial and Local Government	Coordinate international visits for Provincial and Local Government	Coordinate international visits for Provincial and Local Government
To manage State Protocol Lounges, Guest Houses and related facilities	Managed State Protocol Lounges, Guest Houses and related facilities	Manage and maintain State Protocol Lounges, Guest Houses and related facilities	Manage and maintain State Protocol Lounges, Guest Houses and related facilities	Manage and maintain State Protocol Lounges, Guest Houses and related facilities
To facilitate the accreditation of Heads of Missions, Consular and Plenipotentiary appointments	Managed Diplomatic, Consular and Plenipotentiary appointments, according to international practice	Process documentation for accreditation of Heads of Diplomatic Missions, Consular and Plenipotentiary appointments	Process documentation for accreditation of Heads of Diplomatic Missions, Consular and Plenipotentiary appointments	Process documentation for accreditation of Heads of Diplomatic Missions, Consular and Plenipotentiary appointments
To manage the implementation of the Diplomatic Privileges and Immunities Act	Managed diplomatic immunities and privileges in terms of the Act	Implement the provisions of the Diplomatic Immunities and Privileges Act and policy	Implement the provisions of the Diplomatic Immunities and Privileges Act and policy	Implement the provision of the Diplomatic Immunities and Privileges Act and policy

KEY PRIORITY AREA 9: PUBLIC DIPLOMACY

Outcomes: 1

Informed international and national community on South Africa's foreign policy (Public Diplomacy)

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/14
To provide strategic public diplomacy direction nationally and internationally	Respective audiences with a comprehensive understanding and appreciation of what the South Africa brand stands for and how it contributes to the global multilateral governance system	Develop, implement and monitor the country's comprehensive public diplomacy strategy	Review and refine the efficacy of public diplomacy platforms/vehicles	Implement and monitor the country's refined comprehensive public diplomacy strategy
		Develop integrated public diplomacy platforms/vehicles for full utilisation by both state and non-state actors	Review, develop and implement a public diplomacy strategy (Integrated Marketing and Communications strategy)	Implement refined integrated public diplomacy platforms/vehicles for full utilisation by both state and non-state actors.
		Develop a template/framework for leading government and all its agencies in the implementation of an Integrated communications strategy for all international engagements	Review and refine a framework for inter-governmental collaboration on promoting the country's international engagements	Implement and monitor a refined template/framework for leading government and all its agencies in the implementation of an integrated communications strategy for all international engagements
To entrench and protect Brand South Africa (SA) and its reputation through an assertive integrated marketing campaign (Brand management)	A world-wide positive and credible image of South Africa among all targeted stakeholders	Lead government and all its agencies in the implementation of the country's integrated marketing communications plan in line with the framework created by the International Marketing Council (IMC)	Review, refine and implement the country's integrated marketing communications plan and align with the framework created by the International Marketing Council (IMC)	Implement the country's refined integrated marketing communications plan
Position DIRCO as a reliable, credible service delivery agent and partner among its stakeholders - national and international, state and non-state actors	An increase in the uptake of DIRCO's products and services by stakeholders/customers, both nationally and internationally, and thereby improving their lives	Publish DIRCO's comprehensive product & service manuals Develop and implement a comprehensive calendar for public participation programme	Review the efficacies and effectiveness of DIRCO's products and services and refine existing products/services and make input into DIRCO's new product development process	Publish refined product & services manuals
To continually address public perceptions on foreign policy positions.	Informed public on foreign policy positions.	Develop and implement a strategy on monitoring and addressing public needs and perceptions.	Implement a strategy on monitoring and addressing public needs and perceptions.	Implement a strategy on monitoring and addressing public needs and perceptions.

KEY PRIORITY AREA 10: ORGANISATIONAL STRENGTHENING

Outcome: 1

A fully capacitated organisation

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/2014
To provide appropriate Human Resource capacity	Facilitated a dynamic and responsive organisational design	Facilitate organisational design processes to address DIRCO's needs	Facilitate organisational design processes to address DIRCO's needs	Facilitate organisational design processes to address DIRCO's needs
	Entrenched Performance Management	Manage the Performance Management and Development System (PMDS) processes	Manage PMDS processes	Manage PMDS processes
	Promoted a caring and supportive organisation	Develop and implement measures to create a caring and supportive organisational culture	Implement measures to create a caring and supportive organisational culture	Implement measures to create a caring and supportive organisational culture
	Promoted sound Labour Relations	Communicate and implement measures to strengthen labour relations	Communicate and implement measures to strengthen labour relations	Communicate and implement measures to strengthen labour relations

Outcome: 2

Competent, skilled employees and policy development

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/14
To develop competent officials for foreign service	Developed competent South African diplomats and administrators	Develop competent South African diplomats and administrators	Develop competent South African diplomats and administrator	Develop competent South African diplomats and administrator
	Provided management development programmes	Provide training in foreign languages, economic diplomacy and other identified areas	Provide training in foreign languages, economic diplomacy and other identified areas	Provide training in foreign languages, economic diplomacy and other identified areas
		Develop and implement leadership and management development framework	Implement the leadership and management development framework	Review the leadership and management development framework.
To provide interpreting and translation services	Provided translation and interpreting services	Provide interpreting and translation services	Provide interpreting and translation services	Provide interpreting and translation services
To provide training and development to identified foreign countries	Provided training and development to identified foreign countries	Provide training and development to officials of identified foreign countries	Provide training and development to officials of identified foreign countries	Provide training and development to officials of identified foreign countries
To institutionalise Knowledge Management practices towards establishing DIRCO as a learning organisation	Implemented Knowledge Management systems	Develop and update Knowledge Management activities	Implement and update Knowledge Management activities	Implement and update Knowledge Management activities
To provide research and foreign policy analysis	Researched foreign policy options	Host seminars and conferences on key policy issues and outcomes published	Host seminars and conferences on key policy issues and outcomes published	Host seminars and conferences on key policy issues and outcomes published
		Establish partnerships with research institutions and other stakeholders	Implement joint policy research projects	Implement joint policy research projects
		Research global events that may impact on South Africa's foreign policy positions	Research global events that may impact on South Africa's foreign policy positions	Research global events that may impact on South Africa's foreign policy positions

Outcome: 3

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

Objectives	Deliverables	Target		
		2011/12	2012/13	2013/14
Provide internal audit and risk management services	Provided internal audit and risk management services	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan
	Monitored corporate governance mechanism of DIRCO	Facilitate the implementation of Enterprise-wide Risk Management	Facilitate the implementation of Enterprise-wide Risk Management	Facilitate the implementation of Enterprise-wide Risk Management
		Evaluate and report on Corporate Governance Mechanisms	Evaluate and report on Corporate Governance Mechanisms	Evaluate and report on Corporate Governance Mechanisms

7.2 RESOURCE CONSIDERATIONS

A. FINANCIAL RESOURCES: MTEF ALLOCATIONS

	2011/12	2012/13	2013/14
MTEF ALLOCATIONS (in billion)	R4 796.8	R5 154.9	R5 569.3

B. HUMAN RESOURCES: STRATEGIC PLAN

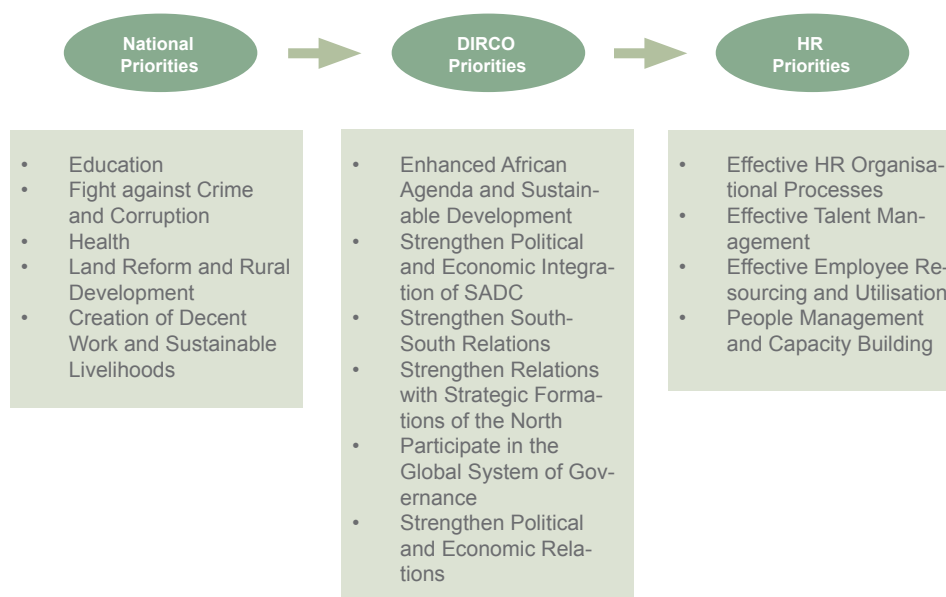
1. Introduction

Human Resources (HR) strategy continues to support DIRCO's priorities in implementing South Africa's Foreign Policy. As a point of departure, the development of the HR strategy sought to align itself with DIRCO's strategic focus and aims to ensure the attainment of DIRCO's goals and objectives.

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

- That DIRCO must make a difference that matters;
- That the people in DIRCO should make the difference; and
- That conditions should be created in which DIRCO's employees perform to their maximum potential.

Below is a graphic representation / illustration of the links between, National, DIRCO and HR Priorities



2. Human Resources

Human Resources' Mission is to ensure that DIRCO has employees who can make a difference for South Africa through effective, efficient and professional HR processes.

3. The Priorities of the HR Strategy

Priority 1: Effective HR Organisational Processes

The main objective with regard to HR organisational processes is to develop a value driven organisation that is caring, professional and adaptive to environmental changes and that consistently communicates internally and externally.

In pursuing this objective the main focus for the next three years continues to be on:

- Facilitating an Organisational design that is adaptive and responsive to internal needs and environmental changes and an organisational re-design that takes into account DIRCO's additional priorities.
- Facilitating and monitoring the implementation of PMDS processes

- Building an organisation that cares and supports its employees and promotes individual health and wellness. This will include implementation of pre-posting health and adaptability assessments for employees, establishing primary and occupational health care in DIRCO and implementation of a comprehensive Spousal support and Hardship Mission support programme.
- Communicating and implementing measures to strengthen the labour relations function.
- Facilitating Organisational Development processes.

Priority 2: Effective Employee Resourcing and Utilisation

To monitor and ensure that there is the right number of people with the requisite skills, knowledge, and attitude in the right positions at the right time who are properly orientated and integrated into DIRCO and to fill all vacancies.

Attention will also be given to the following areas:

- Enhance positioning of DIRCO as employer of choice
- Implement a comprehensive on-boarding programme
- Monitor and evaluate the implementation of the posting management framework

Priority 3: Effective Talent Management

The main aim is to create an organisation that builds and develops workforce capability in pursuit of departmental goals by focusing on the following:

- Explore the establishment of a career centre
- Monitor and implement career management interventions

Priority 4: People Management and Capacity Building

The main objective is to develop the management capacity to deal with Human Resources matters by implementing capacity building programmes for managers

4. Human Resources Guiding Philosophy

HR subscribes and is guided by the following underlying philosophy in implementing its strategy.

Human Resources:

- Has a core role within DIRCO;
- Is proactive in identifying emerging trends and responding to challenges and special needs;
- Is clear about its responsibilities, and deliver on these responsibilities;
- Is a partner to management and aims to make management effective without taking over their management responsibilities; and
- Is professional in their work by setting high standards and believing in the principle of “walk the talk”.

5. Interaction between HR and Managers

To benefit the organisation it is important that lines of responsibilities between HR and Management are clearly outlined.

Below are some examples of HR's role:

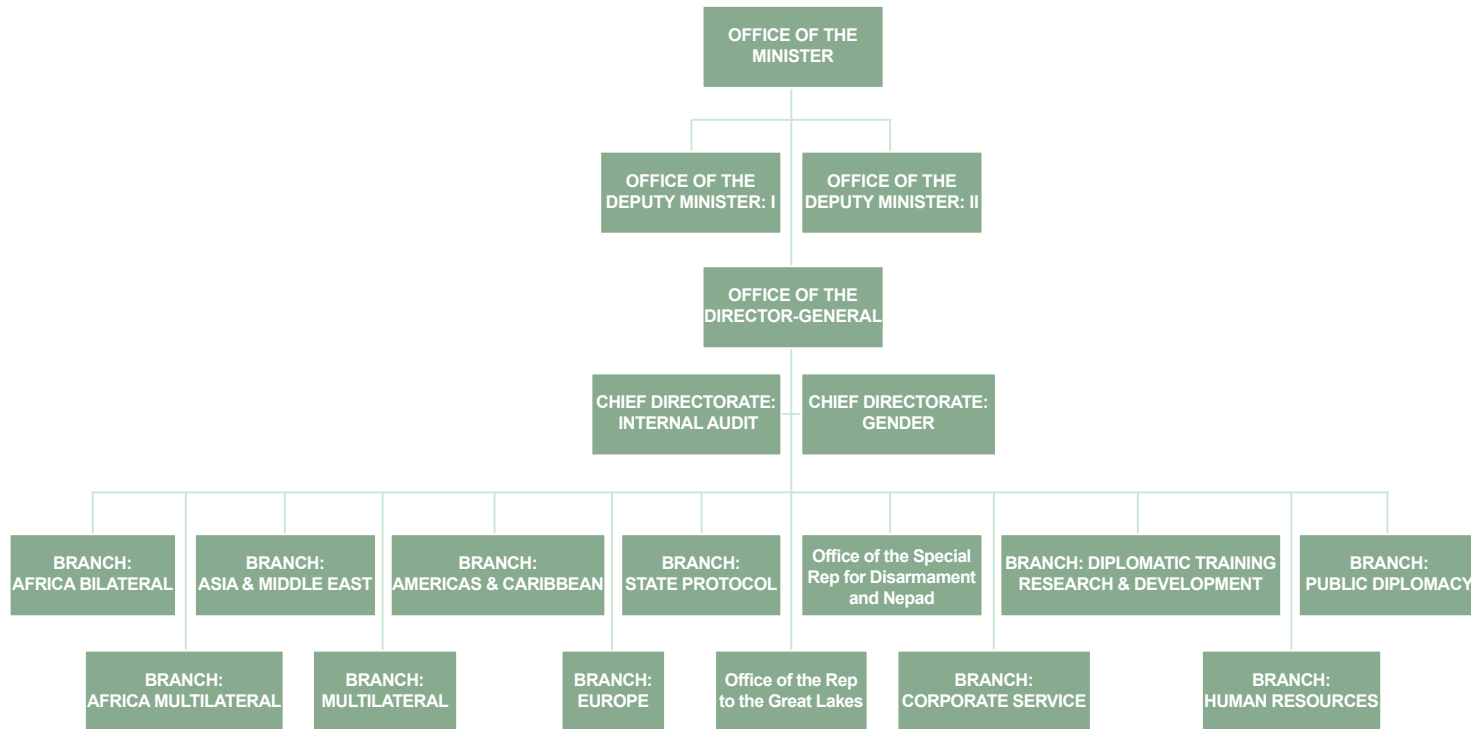
- Provide support in driving DIRCO's values and culture;
- Define management and leadership skill needs;
- Design and deliver appropriate development programmes; and
- Provide appropriate support to managers.

Amongst others, Management will:

- Identify and define their own development needs;
- Identify areas of support;
- Grow people (coaching and mentoring in partnership with HR); and
- Drive DIRCO's values and culture (“walks the talk”).

6. DEPARTMENTAL STRUCTURE

The structure of the Department of International Relations & Cooperation is made up of 19 components, consisting of the Office of the Minister, Offices of the two Deputy Ministers, Office of the Director-General, Chief Directorates, Gender and Internal Audit, and 11 Branches (Asia and Middle East, Europe, Americas and the Caribbean, Africa Bilateral, Africa Multilateral, Multilateral, Diplomatic Training, Research and Development, Human Resources, Corporate Services, State Protocol and Public Diplomacy). The structure furthermore includes the offices of the Ambassador and Special Representative to the Great Lakes, and Ambassador and Special Representative for Disarmament and NEPAD.



Approved structure as at 31 December 2010

The approved number of posts for the Department is 2897.

Head Office : 2129
Missions : 768

LOCATION	VACANT FUNDED	VACANT UNFUNDED	EMPLOYMENT STATUS	TOTAL APPROVED POSTS
HEAD OFFICE	385	101	1583	2069
MISSION	74	27	667	768
TRAINING POOL	0	0	60	60
ADDITIONAL POSTS	0	0	40	0
CADET / LEARNERSHIP	0	0	32	0
TOTAL	459	128	2382	2897

(Note: Total approved posts of 2897 exclude the 40 “Additional” and 32 “Cadet/Learnership” posts).

DIRCO has now adopted a two prong medium term strategy. Firstly DIRCO will focus on filling the vacant funded positions and thereafter review the Departmental structure.

To deliver on the medium-term strategic objectives, DIRCO requires a total of 2897 employees, i.e. the total number of approved posts.

Number of posts filled as at 31 December 2010 : 2382
Head Office : 1583
Missions : 667
Additional to the establishment : 40
Training Pool : 60
Cadets/Learnership : 32

The table below indicates the current status per post levels, race and gender as at 31 December 2010:

MANAGEMENT LEVEL	African		African Total	Asian		Asian Total	Coloured		Coloured Total	White		White Total	Grand Total
	Female	Male		Female	Male		Female	Male		Female	Male		
POLITICAL OFFICE-BEARERS	1	0	1	0	1	1	0	1	1	0	0	0	3
DIRECTOR GENERAL	0	1	1	0	0	0	0	0	0	0	0	0	1
DEPUTY DIRECTOR GENERAL	4	8	12	0	3	3	0	0	0	0	0	0	15
CHIEF DIRECTOR	17	37	54	0	4	4	1	4	5	3	9	12	75
DIRECTOR	41	61	102	1	9	10	2	5	7	15	24	39	158
DEPUTY DIRECTOR	76	106	182	14	19	33	7	16	23	73	98	171	409
ASSISTANT DIRECTOR	225	224	449	20	17	37	13	13	26	117	69	186	698
BELOW ASD	547	308	855	18	4	22	32	17	49	70	20	90	1016
LEGAL PROFESSIONALS (OSD)	0	2	2	1	0	1	2	0	2	0	2	2	7
Total Count	911	747	1658	54	57	111	57	56	113	278	222	500	2382

Approved Locally Recruited Personnel (LRP) Structure

The approved number of posts for Locally Recruited Personnel at the missions is 2481.

The table below indicates the current filled and vacant status per Branch as at 31 December 2010:

LRP Establishment : 31 December 2010

Region	Filled	Vacant	Total
Africa	746	105	851
Africa Multilateral	97	7	104
Multilateral	41	3	44
Americas and Canada	299	26	325
Asia & Middle East	503	57	560
Europe	534	63	597
Total	2220	261	2481

IMPLEMENTATION OF THE HR STRATEGY

KEY PRIORITY AREA 1: EFFECTIVE HR ORGANISATIONAL PROCESSES

Outcome: 1

A caring, professional, adaptive and value driven Department

OBJECTIVES	DELIVERABLES	TARGET		
		2011/12	2012/2013	2013/14
To provide appropriate Human Resource capacity	Facilitated a dynamic and responsive organisational design	Facilitate organisational design processes to address DIRCO's needs	Facilitate organisational design processes to address DIRCO's needs	Facilitate organisational design processes to address DIRCO's needs
	Entrenched Performance Management	Monitor the implementation of PMDS processes	Monitor and evaluate the implementation of PMDS processes	Monitor , evaluate and renew the implementation of PMDS processes
	Promoted a caring and supportive organisation	Implement pre-posting health and adaptability assessments for employees Establish primary and occupational health care in DIRCO Implement a comprehensive spousal support programme Implement Hardship support programme	Roll-out pre-posting assessments for family members of transferred employees. Review the Employee Health and Wellness strategy.	Implement the revised Employee Health and Wellness strategy.
	Promoted sound Labour Relations	Communication and implementation of measures to strengthen the labour relations function	Implementation of measures to strengthen the labour relations function	Implementation of measures to strengthen the labour relations function
	Organisational Development processes facilitated	Monitor and report on the implementation of the EE Plan Facilitate Organisational Development programmes	Monitor and report on the implementation of the EE Plan Facilitate Organisational Development programmes	Monitor and report on the implementation of the EE Plan Facilitate Organisational Development programmes

KEY PRIORITY AREA: Effective Employee Resourcing and Utilisation

Outcome: 1

A fully capacitated Department

OBJECTIVES	DELIVERABLES	TARGET		
		2011/2012	2012/2013	2013/14
To streamline Recruitment, Selection and Placement processes	DIRCO Human Resources capacitated and aligned to organisational needs	Enhance positioning of DIRCO as an employer of choice Implement comprehensive on-boarding programme Monitor and evaluate the implementation of the posting management framework	Review, monitor and implement resourcing strategies	Review, monitor and implement re-sourcing strategies

KEY PRIORITY AREA: Effective Talent Management

Outcome: 1

Aligned individual career aspirations to organisational needs

OBJECTIVES	DELIVERABLES	TARGET		
		2011/2012	2012/2013	2013/2014
To facilitate the effective implementation of Talent Management processes	Entrench Talent Management Framework	Monitor and implement career management interventions	Implement employee engagement and retention strategy	Monitor and review the implementation of Talent Management framework

KEY PRIORITY AREA: People Management and Capacity Building

Outcome: 1

Empowered managers to implement People Management processes

OBJECTIVES	DELIVERABLES	TARGET		
		2011/2012	2012/2013	2013/2014
To strengthen management capacity	Managers capacitated on people management issues	Implement capacity building programmes for newly appointed/promoted managers and Heads of Mission	Implement capacity building programmes for newly appointed/promoted managers and Heads of Mission	Implement capacity building programmes for newly appointed/promoted managers and Heads of Mission

7.3 Risk management

STRATEGIC HIGH RISKS PER PROGRAMME

Programme	High Risks	Control Measures
Programme 1: Administration	1. Non-availability of an integrated management and transaction processing system	<ul style="list-style-type: none"> - Utilisation of various systems - Interface control - Supervision and monitoring controls
	2. Insufficient budget allocation to achieve Departmental Priorities	<ul style="list-style-type: none"> - Budget processes (MTEF and ENE and Adjustment Estimates)
	3. Inadequate knowledge management system	<ul style="list-style-type: none"> - ICT System - Filing and archiving System
	Limited availability (skills scarcity) of appropriate human resources	<ul style="list-style-type: none"> - Robust recruitment strategies - Talent Management initiatives - Training and Development
Programme 2: International Relations and Cooperation	1. Competing external and internal factors militating against African agenda	<ul style="list-style-type: none"> - Leadership roles in multilateral organisations - Departmental strategic planning processes - Bilateral and multilateral relations
	2. Economies unable to develop rapidly	<ul style="list-style-type: none"> - Economic diplomacy including trade, investment, tourism - NEPAD and regional integration strategies - Post Conflict Reconstruction and Development(PCRD) mechanisms
	3. Threats to international and regional peace and security including transnational crimes, terrorism and weapons of mass destruction etc.	<ul style="list-style-type: none"> - AU and SADC security architecture including international agreements - Membership of and participation in international organisations and regional peacekeeping processes - Post Conflict Reconstruction and Development(PCRD) mechanisms
	4. Relationships between the developed North and the South not at the required level	<ul style="list-style-type: none"> - Bilateral and multilateral partnerships - High level engagements

Programme	High Risks	Control Measures
	5. Level of coordination between DIRCO and other departments in execution of foreign policy not at maximum levels	<ul style="list-style-type: none"> - Integrated government strategic planning processes - Structured regional inter departmental committees. - Harmonise DIRCO priorities and those of other departments through FOSAD - Schedule road shows to share information with provincial and local government - Development of appropriate mechanisms e.g. SADPA, Foreign Service Act, Draft White paper, IR Council
	6. Implementation of secondment policy not institutionalised	Finalisation and implementation of secondment policy
Programme 3 : Public Diplomacy and Protocol	1. Enhancement of DIRCO's leadership role in the conduct of International Relations	- Coordination on International Relations policy
	2. Provincial and Local government may undertake international activities without the involvement of DIRCO	<ul style="list-style-type: none"> - Approved cabinet memo on international visits by all spheres of government. - Dedicated unit within State Protocol Branch, dealing with international visits
	3. Inappropriate levels of representation at consultations	Protocol guidelines. Finalise and implement reciprocity policy
Programme 4 : International Transfers	1. Foreign exchange fluctuations	ENE, MTEF and Adjustment Estimate processes

PART C: LINKS TO OTHER PLANS

8. LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

ASSET MANAGEMENT PLAN

Introduction

- 1.1 The geographically decentralised and complex nature of DIRCO places high demands for the provision of accommodation, facilities, goods and services that allow optimal efficiency and effectiveness in the execution of our mandate.
- 1.2 DIRCO operates both in South Africa and in various countries abroad. Apart from providing for its own needs, DIRCO is also responsible for facilitating the provision of accommodation and movable assets for partner departments who have representation abroad. Currently, South Africa is represented in 107 countries globally and conducts business from 124 diplomatic missions.
- 1.3 In order to provide an optimal working environment for all staff to effectively provide for the Departmental requirements and to properly record and manage DIRCO's assets locally and abroad in terms of the PFMA, capacity was created in two Chief Directorates to manage these processes. The Chief Directorate: Property & Facilities Management oversees and manages the acquisition, development, maintenance and disposal of properties whereas the Chief Directorate: Supply Chain Management manages all aspects and processes involved with the provisioning of goods and services as well as the management and safekeeping of such goods and services.
- 1.4 Within the Chief Directorate: Property & Facilities Management, the focus is on two distinct areas namely a) the management of the local property portfolio (referring to properties within the RSA); and b) the management of the international property portfolio (referring to properties outside of the South Africa. Within South Africa, DIRCO manages its Head Office building in Pretoria, 3 state protocol lounges, 2 diplomatic guest houses as well as office accommodation for the United Nations, the Pan African Parliament and NEPAD Secretariat.
- 1.5 For missions abroad, three types of accommodation are provided namely –

- Chanceries or office accommodation. This is the accommodation from which the mission conducts its business and is mostly found in office blocks though, in some cases, houses or villas have been adapted to serve as chanceries.
- Official Residences for Heads of Mission. These residences are used by the Head of Mission for official entertainment and representational functions as well as serves as his or her personal residence whilst posted abroad. In its acquisition strategy, DIRCO prioritises the acquisition of buildings or land to develop chanceries and / or Official Residences as a mechanism to improve efficiencies.
- Staff housing for all transferred staff, including staff from partner departments, in accordance with established norms and standards. The majority of these properties are leased while a small number are state owned.

- 1.6 DIRCO furthermore provides movable assets for use both at Head Office and at missions abroad. Therefore, all assets required both in South Africa and abroad must be controlled and managed in terms of National Treasury prescripts. The geographic spread of DIRCO necessitates proper planning, structures and processes that can support the effective implementation of the supply chain management functions.
- 1.7 The Asset Management Plan of DIRCO is aimed at providing the necessary facilities, goods and services that DIRCO requires, in accordance with its strategic objectives, in compliance with all relevant prescripts and policies.

2. Asset Management Plan 2011 – 2014

- 2.1 DIRCO has developed an Asset Management Plan that encapsulates processes ranging from acquisition, maintenance, management and disposal of assets for the three (3) year period, April 2011 to March 2014. The Plan covers both movable and immovable assets.
- 2.2 In terms of the provision of accommodation for missions abroad, DIRCO will continue with its systematic acquisition of land and properties. Where land is acquired, DIRCO will develop the required facilities according to Departmental standards. DIRCO will, during the MTSF period, embark on condition assessments and valuations of all its properties to inform future renovation projects. Special attention will be paid to the maintenance of state owned properties. The overall property

maintenance strategy and individual maintenance plans for all state owned properties will guide DIRCO's efforts in this regard.

2.3 Furthermore, during the MTSF period DIRCO will continue to enhance the accuracy and completeness of its Fixed Asset Register through the following activities:

- Monthly reconciliations between the financial accounting system and the asset management system;
- Quarterly physical verification of all Departmental assets;
- Continuous updating of the Asset Register; and
- Training of relevant mission staff on the functioning of the Asset Management System Web Browser that is designed to enhance the updating process of the Fixed Asset Register.

OPERATIONAL PLAN 2011/12 FINANCIAL YEAR	
ACTIVITY	PROJECT
1. Design and Construction of Facilities	
Projects in planning phase	Riyadh - Chancery and/or Official Residence New Delhi - Chancery and/or Official Residence Bamako - Chancery and/or Official Residence Dakar – Chancery and/or Official Residence Montevideo – Official Residence Tokyo – Chancery as possible PPP New York – Chancery
Projects in design phase	Projects where design will be finalized: Kigali – Chancery and Official Residence Mbabane – Staff accommodation and refurbishment of Official Residence
Projects in construction phase	Projects where construction will commence: Dar Es Salaam - Chancery Lilongwe – Chancery and 3 staff houses

2. Property Maintenance	All state owned properties will be maintained in accordance with the International Property Maintenance Strategy
3. Renovation of properties	Projects where renovations will commence and /or continue: Washington – Chancery Juba – Chancery Copenhagen – Chancery and Official Residence Paris – Chancery and Official Residence Tel Aviv – Official Residence The Hague – Chancery, Consulate and Official Residence Brasilia – Chancery and staff accommodation Berne – Official Residence Madrid – Chancery and Official Residence Sao Paulo - Chancery Projects where renovations will be completed: Tokyo – Official Residence London – Official Residence and staff house Luanda – Official Residence
4. Property disposals	Windhoek & Walvis Bay – staff accommodation Funchal – Chancery and Official Residence

OPERATIONAL PLAN 2012/13 FINANCIAL YEAR	
ACTIVITY	PROJECT
1. Acquisition of land and buildings	Lagos – Chancery (land or building) Luanda – Chancery (building)
2. Design and Construction of Facilities	
Projects in planning phase	Lagos – Chancery Mbabane – Chancery Luanda – Chancery Projects where planning will be finalised: Bamako - Chancery and/or Official Residence Dakar – Chancery and/or Official Residence Montevideo – Official Residence Tokyo – Chancery as possible PPP New York – Chancery
Projects in design phase	Projects where design will commence or continue: Riyadh - Chancery and/or Official Residence New Delhi - Chancery and/or Official Residence
Projects in construction phase	Projects where construction will commence: Kigali – Chancery and Official Residence Mbabane – Staff accommodation and refurbishment of Official Residence Projects where construction will continue: Dar Es Salaam - Chancery Lilongwe – Chancery and 3 staff houses
3. Property Maintenance	All state owned properties will be maintained in accordance with the International Property Maintenance Strategy

4. Renovation of properties	
	<p>Projects where renovations will commence and /or continue: Paris – Chancery and Official Residence Brasilia – Chancery Madrid – Chancery and Official Residence Munich – Official Residence Kinshasa – Official Residence and Staff accommodation Sao Paulo – Chancery Rome – Chancery and Official Residence London - Chancery</p> <p>Projects where renovations will be completed: Washington – Chancery Juba – Chancery Copenhagen – Chancery and Official Residence Tel Aviv – Official Residence The Hague – Chancery, Consulate and Official Residence Berne – Official Residence</p>

OPERATIONAL PLAN 2013/14 FINANCIAL YEAR	
ACTIVITY	PROJECT
1. Design and Construction of Facilities	
Projects in planning phase	Projects where planning will be finalised: Mbabane – Chancery Bamako - Chancery and/or Official Residence Dakar – Chancery and/or Official Residence Tokyo – Chancery as possible PPP New York – Chancery
Projects in design phase	Projects where design will commence or continue: Luanda – Chancery Montevideo – Official Residence Lagos – Chancery Projects where design will be finalized: Riyadh - Chancery and/or Official Residence New Delhi - Chancery and/or Official Residence
Projects in construction phase	Projects where construction will continue: Kigali – Chancery and Official Residence Mbabane – Staff accommodation and refurbishment of Official Residence Projects where construction will be completed: Dar Es Salaam - Chancery Lilongwe – Chancery and 3 staff houses
2. Property Maintenance	All state owned properties will be maintained in accordance with the International Property Maintenance Strategy

3. Renovation of properties	
	Projects where renovations will commence and/or continue: Kinshasa – Official Residence and Staff accommodation London – Chancery Brasilia – Official Residence New York – CG residence Buenos Aires – Chancery and Official Residence Harare – Chancery and Official Residence Maputo – Chancery, Official Residence and staff village Lisbon – Chancery and Official Residence London – Chancery Tehran – Official Residence Projects where renovations will be completed: Paris – Chancery and Official Residence Brasilia – Chancery and staff accommodation Madrid – Chancery and Official Residence Munich – Official Residence Sao Paulo – Chancery

SECTION 2: INFORMATION COMMUNICATION TECHNOLOGY PLAN

Executive Summary

The ICT plan encapsulates the strategic vision for the ICT environment over the next three years.

- In the past four years DIRCO implemented a global Voice over Internet Protocol (VoIP) network at its Head Office and missions as per its ICT Strategic Plan. This new infrastructure has improved the effectiveness of DIRCO's communication and enables better response to technical issues and to be proactive in the management of ICT systems. DIRCO aims to complete the rollout of VoIP to the 14 missions that were out of scope from original Ukusa Project and to maximise the utilisation of the VoIP Infrastructure.

During the MTEF period DIRCO will continue its focus on the following major projects:

- Enterprise Content Management (ECM): Develop and implement four (4) modules namely, Records Management and Knowledge Information Management (KIM), Electronic Document Management and Document Archiving;
- Completion of the Inter-Governmental International Events Calendar Management System; and
- Business Process Management (BPM): Completion of the Consular Management System and the Diplomatic Immunities and Privileges (DIAP) system.

Strategic Priorities for the MTSF period

Informed by the previous achievements and prevailing challenges, DIRCO has identified the following strategic priorities to be pursued in the next three years, through the combination of people, process and technology:

- Provide and manage a secure ICT infrastructure which delivers appropriate levels of data confidentiality, integrity and availability;
- Incorporate effective governance and service delivery to promote close alignment between ICT and Business Units; and
- Ensure access to appropriate ICT skills and resources.

The table below illustrates the alignment of the priority projects to these objectives:

MAJOR PROJECTS	PRIORITIES		
	ICT Infrastructure	ICT Governance	People Empowerment
Enterprise Content Management (ECM)	X	X	X
Voice over IP	X	X	X
Inter-Governmental International Events Calendar Management System	X	X	X
Business Process Management	X	X	X

Priority 1: Secure ICT Infrastructure

Enterprise Content Management (ECM)

- A Global electronic document storage for the entire department will be developed;
- ECM will facilitate the capturing of documents and records electronically, categorisation, indexing and retrieval of same;
- Adhere to archive rules for data storage -.storage of data will happen automatically without user interaction; and
- Conduct road-shows and user training throughout DIRCO.

Voice over Internet Protocol (VoIP)

DIRCO will complete the rollout of the VoIP project to the 14 missions that were not part of the original project scope. This will include:

- Deployment of the IPT to the mission and ensure a smooth cut-over;

- Provision of desktops and networking infrastructure and ensure ICT service availability; and
- Management and monitoring of ICT Services.

Business Process Management

- Automation and optimisation of current business processes.
- Provide integration between related business units such as integrating the finance unit with the procurement unit to ensure end to end transactions
- Ensure DIRCO realises maximum value from different ICT systems through interoperability between them.

Inter-Governmental International Events Calendar Management

The systems would improve planning and co-ordination of international engagements within all spheres of Government and with other stakeholders. This will further improve the sharing of information amongst all role players with the added benefit of cost savings.

- Consult different stakeholders in Government
- Formulate a marketing strategy for the system to the intended users

Priority 2: Effective governance and service delivery

This priority will focus on the following areas:

- Development of the ICT governance processes, which include a risk management strategy and business continuity plan, together with the maintenance thereof;
- Continuation with the implementation of Service Level Management (SLM) and Customer Relationship Management (CRM) based on ITIL Standards. Both SLM and CRM will have measurable service level agreements with Business Units and service providers;
- Conduct awareness of ICT services within DIRCO through marketing and communications, using documented strategies; and
- Continued development and documentation of ICT Standard Operational Procedures (SOPs).

Priority 3: Access to skills and resources

DIRCO has undertaken to prioritise the empowerment of the ICT workforce and end-users at large, through increased skills building and training. With the new infrastructure and technologies that have been deployed, it is imperative that the skills of the ICT resources are strengthened and maintained to continue effective functioning of these new technologies.

ICT will work with the DTRD to revise the IT curriculum.

DIRCO will continue to work with SITA as a Technology Partner for the provision of services, facilities and equipment in accordance with the SITA Act.

ICT STRATEGIC PLAN PRIORITIES

MEASURABLE OBJECTIVES	OUTPUT/ DELIVERABLES	INDICATORS / TARGETS		
		2011 / 2012	2012 / 2013	2013 / 2014
Provide a secure and fully functional ICT Environment	Connected 14 Missions that were out of scope of the UKUSA Project and New Missions Opened	Deployed IPT, Desktop and Back Office to all 14 Missions	Deployed IPT, Desktop and Back Office to any new missions opened	Deployed IPT, Desktop and Back Office to any new missions opened
	Effectively utilised Bandwidth	Implement bandwidth utilisation controls	Ensure an average of 80% bandwidth utilisation of current bandwidth capacity based on the bandwidth controls.	Management of bandwidth controls
	Improved Telephony network	Upgrade Call-managers	Monitor and review the upgraded technology	Implement corrective actions
	Stable and Fully Functional Missions	Implement Scheduled maintenance plan on priority missions and 30% of other missions.	Implement scheduled maintenance plan on priority missions and 40% of other missions.	Implement scheduled maintenance plan on priority missions and 30% of other missions.
		Develop & Implement a Replacement Strategy for ICT equipment	Review and maintain the Replacement Strategy for ICT equipment	Maintain the Replacement Strategy for ICT equipment
			Conduct Readiness assessment for Open Source System (OSS)	Develop migration strategy for OSS
	Integrated Business Systems	Review and update departmental ICT Architecture Blue-Print	Evaluate and assess current Systems	Maintenance of Business Systems
		Completion of Consular Management System (CMS).	Assess functionality of the CMS	Update CMS functionality
		Completion of the Development of the DIAP system	Completion of the DIAP system	Assess functionality of DIAP
		Completion of Diplomatic Mailbag System	Review and Assess the Diplomatic Mail System	Implement corrective measures
	Development of Inter-Governmental International Events Calendar Management System	Completion of Inter-Governmental International Events Calendar Management System	Roll-out of Inter-Governmental International Events Calendar Management System	
	Implementation of second phase of Web Portal project	Review and Assess performance of Web Portal	Implement Corrective measures	

MEASURABLE OBJECTIVES	OUTPUT/ DELIVERABLES	INDICATORS / TARGETS		
		2011 / 2012	2012 / 2013	2013 / 2014
	Functional Enterprise Content Management System	Develop and Implement two(2) Enterprise Management modules viz Records Management and Knowledge Information Management;	Develop and Implement Electronic Document Management Module. Conduct Assessment of Record Management and Knowledge systems	Develop and Implement Document Archiving Module Implement Corrective measures
Incorporate effective governance and Service Delivery	Formal IT Governance Framework	Develop and implement IT Governance framework Controls	Assess maturity level of Implemented Controls	Acquire ISO 20000 Certification
		Finalise and implement the ICT policies and procedures	Review ICT policies and procedures	Review ICT policies and procedures
		Develop and Implement ICT Business Continuity Plan	Assess ICT Business Continuity Plan	Initiate Departmental Business Continuity Plan (BCP)
		Implement adopted ICT Systems Development and Project Management Methodology.	Continue with the Implementation	Review ICT Systems Development and Project Management Methodology
	Improved Service Delivery	Published Service Catalogue and Service Delivery Charter.	Review Service Delivery Charter and Service Offerings.	Implement the updated Service Delivery Charter and Service Offerings.
		Review and assess the maturity level of current ITIL Service Management Functions.	Develop and Implement additional ITIL Service Management Functions (SMF).	Obtain certification on compliance of implemented SMF.
		Review and update SLA and contract management processes	Review and update SLA and contract management processes	Review and update SLA and contract management processes
Competent and skilled ICT Staff	Capacitated ICT Structure	Advertise and fill critical ICT vacancies	Advertise and fill vacancies	Review job descriptions and update ICT structure
	Trained and skilled ICT staff	Review and implement general training plan for all ICT Staff	Review and update training plan (general and in-house)	Implement training plan Conduct skills capacity assessment
		Develop in-house training plan for staff identified for posting	Implement training for candidates for posting.	Assess the effectiveness of the training Plan

9. CONDITIONAL GRANTS

DIRCO is not a recipient of conditional grants. No allocation is received for this purpose.

10. PUBLIC ENTITIES

The African Renaissance and International Cooperation Fund was established in terms of the African Renaissance and International Cooperation Fund Act (2000). The vision of the fund is to promote an African continent that is democratic, non-racial, non-sexist, conflict free and development oriented. The fund promotes economic cooperation between South Africa and other countries, specifically in Africa, by funding a range of projects.

In promoting democracy and good governance, the fund provides financial support for elections, institutional restructuring and government reform in identified African countries. The fund also supports initiatives that enable partner countries to promote justice, human rights and respect for international law. The fund supports educational programmes, human resource development, and management training, and offers student bursaries.

Multilateralism and regional interaction are encouraged by the provision of financial support to regional and continental multilateral institutions. The fund supports local economic development by facilitating dialogue on developmental issues. It also promotes the implementation of bilateral development agreements between South Africa and partner countries. In line with its aim of contributing to the wellbeing and needs of women and children in relation to food and nutrition, health, water and sanitation,

from time to time the fund identifies projects for providing humanitarian assistance and disaster relief.

Over the MTEF period, the fund will support projects that contribute towards South Africa's foreign policy priority as stated in the medium term strategic framework, particularly the consolidation of the African Agenda

11. PUBLIC-PRIVATE PARTNERSHIPS

DIRCO commenced with a Public Private Partnership process in 2003 for the acquisition of a new Head Office. This project was undertaken within the framework of the PFMA and Treasury Regulation 16, with the support from the National Treasury. As the project progressed through the feasibility, procurement and negotiation phases, the relevant treasury approvals were obtained. A 25 year concession agreement with the Imbumba Aganang Consortium was concluded in March 2009, in terms of which the Private Party financed, designed, constructed and is currently operating and maintaining the facility for the concession period.

The operational phase of the 25 year concession agreement commenced with DIRCO's relocation to the O R Tambo building in September 2009. For the MTSF period, this project will focus on the following aspects:

- Managing the relationship with the Private Party;
- Managing the performance of the Private Party and its subcontractors; and
- Administratively manage the PPP Agreement.

Annexure

List of Acronyms

A

AAP	Africa Action Plan
AARSOC	Asia-Africa Sub-regional Organisations Conference
AUHIP	Africa Union High Level Implementation Panel
ACHPR	African Commission on Human and Peoples' Rights
ACP	African, Caribbean and Pacific States (see CPA)
AFCONE	African Commission on Nuclear Energy
AFREC	African Energy Commission
AGOA	African Growth Opportunity Act
AICC	African Institute of Corporate Citizenship
ARF	African Renaissance and International Cooperation Fund
APRM	African Peer Review Mechanism
APSA	African Peace and Security Architecture
ASA	Africa-South America (ASA) initiative
ASEAN	Association of South East Asian Nations
ATCM	The Antarctic Treaty Consultative Meeting
ATS	Antarctic Treaty System
AU	African Union (formerly OAU)
AUPSC	African Union Peace and Security Council

B

BEE	Black Economic Empowerment
BIPPA	Bilateral Agreement on Promotion and Protection of Investments

BLSN	Botswana, Lesotho, Swaziland, Namibia)
BNC	Binational Commission
BPM	Business Process Management
BRIC	Brazil, Russia, India, and China
BRICS	Brazil, Russia, India, China and South Africa
BSEC	Black Sea Economic Cooperation

C

CAADP	Comprehensive African Agricultural Development Programme
CARICOM	Caribbean Community
CCA	Comprehensive Ceasefire Agreement
CCAMLR	The Commission for the Conservation of Antarctic Marine Living Resources

CCW	Convention on Certain Conventional Weapons
CD	Conference on Disarmament
CDM	Clean Development Mechanism
CERD	United Nations Committee on the Elimination of Racial Discrimination
CERT	Consular Emergency Response Team
CHOGM	Commonwealth Heads of State and Government Meeting
CIC	Credit Insurance Committee

CMP 7	Consular Management Service
CMS	Common Markets for Eastern and Southern Africa
COMESA	17th Conference of the Parties to the UN Framework Convention on Climate Change and the 7th Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol (COP17/CMP7)
COP17/CMP7	Comprehensive Peace Agreement 17th Conference of the

CPA	Cotonou Partnership Agreement (EU and ACP)
Parties	Commission on Population and Development
CPA	Commission for Social Development
CPD	Commission on Sustainable Development
CSocD	Centre for the Study and Research on Terrorism
CSD	Committee for Scientific and Technological Policy
CSRT	United Nations Commission on the Status of Women
CSTP	Comprehensive Nuclear-Test-Ban Treaty
CSW	Customs Union
CTBT	Chemical Weapons Convention
CU	
CWC	

D

DDR	Doha Development Round
DDPA	Durban Declaration and Programme of Action
DIAP	Diplomatic Immunities and Privileges
DIRCO	Department of International Relations and Cooperation
DNA	Designated National Authority
DOI	Declaration of Intent
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DTI	Department of Trade and Industry

E	
ECIC	Export Credit Insurance Corporation of South Africa
ECOSOC	Economic and Social Council (UN)
ECM	Enterprise Content Management
EAC	East African Community
EEZ	Exclusive Economic Zone
EIF	Entry Into Force
EPA	Economic Partnership Agreement
ERW	Explosive Remnants of War
EU	European Union
F	
FAO	Food and Agriculture Organisation
FDI	Foreign Direct Investment
FNN	Forces for National Liberation
FPGH	Foreign Policy and Global Health
FOCAC	Forum on China-Africa Co-operation
FSI	International Relations Service Institute
FTA	Free Trade Agreement
G	
G8	Group of eight (USA, UK, Germany, Italy, France, Russia, Japan, Canada)
G20	Group of Twenty
G77	Group of 77 (and China)
GA	General Assembly (United Nations)
GCC	Gulf Co-operation Council
GCIM	The Global Commission on International Migration
GDP	Growth Domestic Product
GEF	Global Environmental Facility
GEO	Group on Earth Observation
GFII	Global Forum on International Investment
GOSS	Government of Southern Sudan
GPA	Global Political Agreement
H	
HCOC	The Hague Code of Conduct against Ballistic Missiles
HRD	Human Resource Development
HSGIC	Heads of State and Government Implementation Committee (NEPAD)

I	
IAEA	International Atomic Energy Agency
IBRD	International Bank for Reconstruction and Development (World Bank)
IBSA	India, Brazil, South Africa Dialogue Forum
IBSA Fund	IBSA Facility for Poverty and Hunger Alleviation
ICAO	The Council of the International Civil Aviation Organisation
ICC	International Criminal Court
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
ICJ	International Court of Justice
ICNRD	International Conference for New or Restored Democracies
ICRC	Interim Chemicals Review Committee
ICT	Information and Communications Technology
ICTR	International Criminal Tribunal for Rwanda
ICTY	International Criminal Tribunal for Yugoslavia
IDGs	International Development Goals
IGAD	Intergovernmental Authority for Development
IHL	International Humanitarian Law
ILC	International Law Commission
ILO	International Labour Organisation
IMC	International Marketing Council
IMF	International Monetary Fund
IMO	International Maritime Organisation
INC	Inter-Governmental Negotiating Committee
IOC	The International Oceanographic Commission
IOM	International Organisation for Migration
IOR-ARC	Indian Ocean Rim Association for Regional Co-operation
IPCC	Industrial Participation Control Committee
ICRC	International Committee of the Red Cross and Red Crescent Societies
IRPS	International Relations-Peace and Security
ISA	The International Seabed Authority
ISPS	International Ship and Port Security Code
ITEC	Intergovernmental Trade and Economic Committee (with Russia)
ITU	International Telecommunication Union
IUU	Illegal Unreported and Unregulated (Fishing)
IWC	International Whaling Commission

J		NSI	Nuclear System of Innovation
JBC	Joint Bilateral Commission	NSTF	National Science and Technology Forum
JCC	Joint Commission for Cooperation	NWFZ	African Nuclear Weapons Free Zone
JPA	Joint Parliamentary Assembly		
JPCDS	Joint Permanent Commission on Defence and Security	O	
JPOI	Johannesburg Plan of Implementation	ODA	Official Development Assistance
JSE	Johannesburg Stock Exchange	ODIN	Ocean Data and the Information Network
		OIC	Organisation of Islamic Conference
K			
KIM	Knowledge Information Management	P	
KPCS	Kimberley Process Certification Scheme	PAP	Pan African Parliament
		PAYU	Pan African Youth Union
L		PCRD	Post-Conflict Reconstruction and Development
LDC	Least Developed Countries	PFMA	Public Finance Management Act
		PIC	Prior Informed Consent
M		PMO	Policy-Making Organ
MBT	Mine Ban Treaty	PMDIS	Performance Management and Development System
MDG	Millennium Development Goals	POP	Persistent Organic Pollutants
MEA	Multilateral Environmental Agreements	PPP	Public Private Partnership
MERCOSUR	Southern Common Market (Argentina, Brazil, Paraguay, Uruguay)	PSC	Peace and Security Council (AU)
		PUSET	Public Understanding of Science and Technology
MISS	Minimum Information Security Standards		
MOP	Montreal Protocol on Substances that Deplete the Ozone	R	
Layer		RECs	Regional Economic Communities
MSP	Master Systems Plan (ICT)	RISDP	Regional Indicative Strategic Development Plan
MTCR	Missile Technology Control Regime	ROSA	Registration of South Africans Abroad
MTSF	Medium Term Strategic Framework	RTD	Right to Development
N		S	
NAASP	New Asian African Strategic Partnership	S&T	Science and Technology
NAM	Non-Aligned Movement	SAA	South African Airways
NCACC	National Conventional Arms Control Committee	SACU	Southern African Customs Union (SA, BLSN)
NCCC	National Committee for Climate Change	SADC	Southern African Development Community
NEPAD	New Partnership for Africa's Development	SADPA	South African Development Partnership Agency
NFAR	National Forum against Racism	SADR	Saharawi Arab Democratic Republic
NGO	Non-Governmental Organisation	SAIAIF	South African International Affairs ICT Forum
NIPP	National Industrial Participation Programme	SAMSA	South African Maritime Safety Authority
NPCA		SANGOCO	South African Non-Governmental Organisation Coalition
NPT	Nuclear Non-Proliferation Treaty	SAPO	South African Post Office
NSG	Nuclear Suppliers Group	SAT	South African Tourism

SALW	Small Arms and Light Weapons	UNESCO	United Nations Educational, Scientific and Cultural Organisation
SAWID	South African Women in Dialogue		
SDIs		UNFCCC	United Nations Framework Convention on Climate Change
SEAC	SADC Electoral Advisory Council	UNFPA.	United Nations Population Fund
SEOMs	SADC Electoral Observer Missions	UNGA	United Nations General Assembly
SIPO	Strategic Indicative Plan of the Organ	UN-Habitat	United Nations Human Settlements Programme
SITA	State Information Technology Agency	UNHCR	United Nations High Commissioner for Refugees
SC	Security Council (United Nations)	UNICPOLOS	The United Nations Informal Consultative Process on Oceans and the Law of the Sea
SME	Small and Medium-sized Enterprises		
SOLAS	Safety of Life at Sea Convention	UNIDO	United Nations Industrial Development Organisation
SSR	Security Sector Reform	UNISA	University of South Africa
STERP	Short Term Emergency Recovery Programme	UNPBC	United Nations Peacebuilding Commission
		UNSC	United Nations Security Council
T		UPU	Congress of the Universal Postal Union
TDCA	Trade and Development Co-operation Agreement (with EU)	USA	United States of America
TICAD	Tokyo International Conference on African Development		
TISA	Trade and Investment South Africa	V	
TRIPS	Trade Related aspects of Intellectual Property Rights	VLCC	Very Large Crude-oil Carriers
TWG	Technical Working Groups	VoiP	Voice Over IP
U		W	
UK	United Kingdom	WCAR	World Conference Against Racism
UN	United Nations	WEF	World Economic Forum
UN PoA	United Nations Programme of Action	WEHAB	Water, Energy, Health, Agriculture, Biodiversity
UNCED	United Nations Conference on Environment and Development	WFP	World Food Programme
		WHO	World Health Organisation
UNCHR	United Nations Commission on Human Rights	WIPO	World Intellectual Property Organisation
UNCITRAL	United Nations Commission on International Trade Law	WMDs	Weapons of Mass Destruction
UNCLOS	United Nations Convention on the Law of Sea	WMO	World Meteorological Organisation
UNCTAD	United Nations Conference on Trade and Development	WSIS	World Summit on the Information Society
UNDAF	UN Development Assistance Framework	WSSD	World Summit on Sustainable Development
UNDP	United Nations Development Programme	WTO	World Tourism Organisation
UNEG	UN Evaluation Group	WTO	World Trade Organisation

NOTES

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