

# PART TWO

## 1. GLOBAL GOVERNANCE: POLITICAL ISSUES

- 1.1. Work for the reform of the United Nations.
- 1.2. Facilitate the implementation of outcomes of major international conferences.
  - 1.2.1. World Conference Against Racism.
  - 1.2.2. Beijing Platform of Action.

## 2. GLOBAL GOVERNANCE: SOCIO-ECONOMIC ISSUES

- 2.1. Work for the reform of the international financial architecture.
- 2.2. Focus on the challenges of the developing world through the Doha Development Round.
- 2.3. Facilitate implementation of the outcomes of the major international conferences.
  - 2.3.1. Millennium Declaration and Millennium Development Goals.
  - 2.3.2. WSSD.
  - 2.3.3. Monterrey

## 3. GLOBAL GOVERNANCE: SECURITY ISSUES

- 3.1. Terrorism
  - 3.1.1. Continue South Africa's involvement in the debate on the combating of terrorism in the international arena and ensure South Africa's compliance with UN Security Council resolutions on the combating of terrorism.
- 3.2. Weapons of Mass Destruction
  - 3.2.1. Effective implementation of South Africa's policies and national interests in the field of

## KEY PERFORMANCE AREAS

### SECTION 1: MEDIUM-TERM PRIORITIES AND OBJECTIVES

disarmament and non-proliferation, including areas of weapons of mass destruction, small arms, light weapons and conventional weapons, also in the context of any actions planned within the UN Security Council.

- 3.3. Iraq
  - 3.3.1. Promotion of a peaceful resolution and the return of sovereignty in Iraq.
  - 3.3.2. Promote the sustainability and legitimacy of multilateral approaches and the UN's pre-eminent role in the reconstruction and development of post-war Iraq.
- 3.4. Middle East Peace Process
  - 3.4.1. Promotion of the peaceful resolution of conflicts and of post-conflict reconstruction and development in the Middle East (Israel/Palestine).
- 3.5. Organised Crime
  - 3.5.1. Facilitate the fulfilment of South Africa's treaty obligations and facilitate participation in international crime forums to promote South Africa's position on Organised Crime (Transnational Organised Crime, Human and Arms Trafficking, Drug Trafficking, Vehicle Trafficking and Money Laundering).
  - 3.5.2. Work with countries for the reduction/eradication of Organised Crime.

## 4. CONSOLIDATION OF THE AFRICAN AGENDA

- 4.1. Work towards the establishment and strengthening of the African Union and its organs, and facilitate South Africa's participation at the African Union and in its organs.
  - 4.1.1. Support the AU and the AU Commission.
  - 4.1.2. Operationalise the Pan African parliament.
  - 4.1.3. Operationalise the Peace and Security Council.
  - 4.1.4. Develop and link up the Early Warning Systems of SADC and the AU.
  - 4.1.5. Work towards a Common African Defence and Security Policy.
  - 4.1.6. Operationalise the African Stand-by Force.
- 4.2. Facilitate South Africa's participation in the Southern African Development Community (SADC) and Southern African Customs Union (SACU).
  - 4.2.1. Promote regional political and economic integration and development.
  - 4.2.2. Strengthen South Africa's Chair of the SADC Organ on Security.
  - 4.2.3. Work towards the full implementation of the RISDP.
  - 4.2.4. Facilitate SADC programmes on water, energy and agriculture.
- 4.3. Promote the implementation of NEPAD.
  - 4.3.1. Facilitate implementation of the five NEPAD priority areas (infrastructure, agriculture, health, ICT and human resources).
  - 4.3.2. Support the development of the NEPAD Tourism Action Plan and existing sectoral plans (Agriculture, Science and Technology, Health).
  - 4.3.3. Operationalise the African Peer Review Mechanism.

- 4.4. Promote the peaceful resolution of conflicts and encourage post-conflict reconstruction and development.
- 4.5. Promote Asia-Africa co-operation.
- 4.6. Strengthen AU-EU co-operation.

## 5. SOUTH-SOUTH CO-OPERATION

- 5.1. Strengthen South-South co-operation for increased market access and overall trade and investment benefits. Also promote exchanges on the use of appropriate technologies.
- 5.2. Consolidate relations to advance the Agenda of the South.
- 5.3. Strengthen relations with countries of the Pacific Rim and Caribbean around ACP and Commonwealth issues.
- 5.4. Strengthen economic relations with countries of South and Central America, the Indian Ocean Rim and Central Europe.
- 5.5. Enhance the capacity of IBSA and promote its programmes.
- 5.6. Strengthen ties with CARICOM.
- 5.7. Host AASROC in March and June 2004, with participation in the Summit in Bandung in 2005.
- 5.8. Host the Brazil-Africa Forum.

## 6. POLITICAL AND ECONOMIC RELATIONS

- 6.1. Expand tourism opportunities, especially in Africa, Asia, South America and Central and Eastern Europe.
- 6.2. Expand relations in new markets and increase dialogue with Central and Eastern Europe.
- 6.3. Conclude Framework Agreements for FTAs with

- China, India, MERCOSUR and the United States of America.
- 6.4. Support the bid for the Square Kilometer Array (SKA).
  - 6.5. Consolidate South Africa's bid for the 2010 Soccer World Cup.
  - 6.6. Implement the international programme for the 10-Year Celebrations.

### 7. HUMAN RESOURCES DEVELOPMENT

- 7.1. Facilitate support and transfer of needed skills to South Africa and Africa.
- 7.2. Improve skills of those at the frontline of executing South Africa's foreign policies.

### 8. SUPPORT SERVICES

- 8.1. Establish a website 'Project State Protocol Live' for managing diplomatic privileges and immunities.
- 8.2. Implement the decentralisation of Corporate Services to line branches.

- 8.3. Acquire a new Head Office building in Pretoria.
- 8.4. Provide appropriate cost effective infrastructure to support our work.
- 8.5. Facilitate the transformation process in DFA.
- 8.6. Entrench the implementation of HR Systems.
- 8.7. Improve Consular service delivery.
- 8.8. Intensify the implementation of the Minimum Information Security Standard (MISS).
- 8.9. Implement financial systems reform in line with the Public Finance Management Act (PFMA).
- 8.10. Modernise the department's information communications technology and ensure its optimum utilisation.
- 8.11. Facilitate the transformation of the Foreign Service Institute (FSI).
- 8.12. Enhance the management systems of the department.

## SECTION 2: SERVICE DELIVERY IMPROVEMENT PLAN: 2004 - 2005

Based on the above Medium-Term Priorities and Objectives, the Department has developed the following Service Delivery Improvement Plan (One-Year Operational Plan). However, the objectives and issues to be focused on are subject to some variability, and are often nuanced in recognition of differing environmental contexts in various parts of the world. Furthermore, a dynamic international environment often demands that objectives and focus areas be revisited to advance our national interests and to remain relevant to the prevailing debates and demands.

PRIORITY	Global Governance: Political – UN Reform
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Promote multilateralism and respect for international law as the most appropriate means of achieving global political and economic stability and security.</li> <li>• Develop and promote national positions on United Nations reform with particular reference to the work of the UN Secretary General's Panel of Eminent Persons, and for use in the AU, IBSA and NAM.</li> <li>• Reinforce rules-based multilateral approaches to problems of international peace and security.</li> <li>• Advance South Africa's national positions at the appropriate multilateral forums and through bilateral interactions</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• SA's position on multilateralism is reinforced in multilateral and bilateral fora.</li> <li>• National positions on UN reform are developed and implemented.</li> <li>• Successful establishment of coalitions with like-minded countries</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Multilateralism vs unilateralism.</li> <li>• Democratisation of international institutions.</li> <li>• Limitations on sovereignty.</li> <li>• Modern-day security issues such as Weapons of Mass Destruction, Terrorism, humanitarian interventions and pre-emptive strikes.</li> <li>• Enhanced role of regional organisations for security.</li> <li>• Ensuring respect for multilateralism and international law.</li> </ul>

PRIORITY	Global Governance: Political – Implementation of Global Agreements
<b>Objective</b>	<ul style="list-style-type: none"> <li>Facilitate effective domestic and international implementation of the Durban Declaration and Programme of Action (DDPA) arising from the World Conference Against Racism, Racial Discrimination, Xenophobia and Related Intolerance (WCAR).</li> <li>Facilitate SA's 10-year progress review of the Beijing Platform of Action.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Concerted action within the UN to ensure sustained international follow-up to the WCAR</li> <li>The mechanism set up in South Africa to implement the DDPA is properly constituted, adequately funded and is functioning effectively by the end of 2004.</li> <li>Establish robust review of Beijing in South Africa.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>The secretariat that serves all the follow-up mechanisms established within the UN system is the Anti-Discrimination Unit within the Office of the United Nations High Commissioner for Human Rights (OHCHR). The Africa Group has advocated a "victim-orientated" composition and comportment for the Unit. Yet the OHCHR itself is increasingly donor-funded, which will inevitably give the main donors, the EU, USA, Norway, Australia and Japan, an influence over its activities. The critical issue is to ensure that the OHCHR treats the follow-up to the WCAR as a priority.</li> <li>To ensure that the focus decided upon by the African States is prioritised (articles 158 and 159 of the Durban Programme of Action).</li> <li>The DDPA has called upon all states to set up mechanisms and adopt measures to implement the DDPA. Specifically, it urges Governments to adopt effective National Action Plans to combat racism, discrimination and xenophobia.</li> <li>The National Forum against Racism (NFAR) was set up in July last year. It is critical that the Department of Justice obtains and allocates funds in its 2004/2005 budget.</li> </ul>
PRIORITY	Global Governance: Economic
<b>Objective</b>	Work towards the democratisation of the Bretton Woods Institutions (World Bank and IMF) and reform of the global financial system.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Progress in implementing measures to strengthen the global financial system (especially the G20 discussions).</li> <li>Progress in reforming the governance of BWIs to give developing countries a more appropriate voice.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Better representation of the developing countries in these institutions to improve governance.</li> <li>Stabilising of global financial system to protect countries against financial shocks.</li> </ul>

PRIORITY	Global Governance: Economic
<b>Objective</b>	Facilitate increased market access through the World Trade Organisation (WTO).
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Effective participation by SA in WTO negotiations.</li> <li>Common positions in the context of the AU, SADC and the G20+ are developed.</li> <li>The Doha Round stays focused on development issues in accordance with the agreed Agenda.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>The needs of developing countries must be adequately addressed in the Doha Round.</li> <li>Deadline of Doha Round (1 January 2005) could be extended.</li> <li>SA has membership of several different negotiating forums (Cairns Group, Africa, G20) and needs to manage this process.</li> </ul>
PRIORITY	Global Governance: Economic
<b>Objective</b>	WSSD Follow-up: Implementation of the Johannesburg Plan of Implementation (JPOI).
<b>Performance Indicator</b>	DFA's role in WSSD follow-up is effectively managed.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>CSD12 under Chair of Norway will: <ul style="list-style-type: none"> <li>➤ Review progress made in implementing the Millennium Development Goals and the Johannesburg Plan of Implementation as they relate to water, sanitation and human settlements, and the cross-cutting issues such as poverty eradication.</li> </ul> </li> <li>The goals relate to: <ul style="list-style-type: none"> <li>➤ Halving the number of people without sustainable access to safe drinking water and to basic sanitation by 2015.</li> <li>➤ Significantly improving the lives of at least 100 million slum dwellers worldwide by 2020.</li> </ul> </li> <li>Ability to maintain political commitment in Africa to practical implementation of Johannesburg outcomes.</li> </ul>

PRIORITY	Global Governance: Economic
<b>Objective</b>	Work towards the attainment of the Millennium Development Goals (MDGs).
<b>Performance Indicator</b>	Measurable progress both in SA and Africa towards achieving the MDG targets.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Whether Africa can attain the MDGs: Indications are that at present rates of progress this will be difficult.</li> <li>For SA, it should be possible to meet the MDGs in most categories.</li> <li>Adequate resourcing remains a critical issue: Insufficient funds are available to assist developing countries reach the goals. The UK (supported by the SA Minister of Finance) has proposed an International Finance Facility IFF, which could leverage large sums, but support has not been forthcoming.</li> <li>The MDGs are inextricably bound up with developing country opportunities to promote their own economic and social development. Market opportunities for exports (WTO Doha), relief from crippling debt (HIPC), capital flows in a climate of confidence in the future of Africa, and increased ODA are some of the key issues.</li> </ul>
PRIORITY	Global Governance: Economic
<b>Objective</b>	Promote the coming into effect of the Kyoto Protocol (KP) and the operationalisation of CDM projects in SA under the DNA (Designated National Authority) under the Department of Minerals and Energy Affairs.
<b>Performance Indicator</b>	Progress in the coming into effect of KP and the number of CDM Projects that will have been approved by the DNA by the end of 2004.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Russia still to ratify KP as undertaken by the Russian Prime Minister at WSSD in 2002.</li> <li>US must be induced to join KP since they are responsible for 25 percent of world's total Green House Gases (GHGS).</li> <li>SA must introduce renewable energy and other cleaner sources into its energy mix.</li> <li>Coming into effect of KP to formalise CDM project process.</li> <li>The number of projects SA (and Africa) will attract under the CDM.</li> <li>The transfer of renewable energy technology and direct investment.</li> </ul>

PRIORITY	Global Governance: Political – Economic
<b>Objective</b>	Strengthen the policy and programme coherence and effectiveness of South Africa's activities in response to action plans and development goals emanating from major UN conferences and summits
<b>Performance Indicator</b>	A coherent and integrated implementation and response, from all South African stakeholders, to all commitments and goals of major UN conferences and summits with special emphasis on Millennium Development Goals
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Building and advocating an integrated and co-ordinated response to the outcomes of the UN conferences and summits, paying special attention to common themes, goals and commitments</li> <li>Monitoring deadlines and advising other line departments when and how to respond to the UN system in terms of reporting obligations</li> <li>Disseminating developments in multilateral fora and keeping all stakeholders informed about such developments</li> <li>Consulting with the latter in order to develop coherent and cross-cutting directives for the guidance of officials at the South African Permanent Missions in New York and Geneva and missions accredited to multilateral centres in order to advocate a common position at all centres</li> <li>Working closely with all line departments, relevant multilateral Business Units and the UN Country Team in order to develop coherent responses to the reviews and appraisals of the major UN conferences</li> </ul>
PRIORITY	Global Governance: Security
<b>Objective</b>	Continue South Africa's involvement in the debate on the combating of terrorism in the international arena and ensure South Africa's compliance with UN Security Council resolutions on the combating of terrorism.
<b>Performance Indicator</b>	South Africa's participation in open debates on terrorism in the Security Council and the submission of National Reports on the implementation of Security Council resolutions on terrorism.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Work with like-minded countries to advance the view that the campaign against international terrorism should be conducted within the framework of the United Nations and other multilateral institutions.</li> <li>The need to advance South Africa's position that the international campaign against terrorism should not push the eradication of poverty and under-development off the international agenda.</li> </ul>

PRIORITY	Global Governance: Security
<b>Objective</b>	Effective implementation of South Africa's policies and national interests in the field of disarmament and non-proliferation, including areas of weapons of mass destruction, small arms, light weapons and conventional weapons, also in the context of any actions planned within the UN Security Council.
<b>Performance Indicator</b>	Active and consistent participation in international forums dealing with disarmament and non-proliferation issues, including issues with regard to weapons of mass destruction, small arms, light weapons and conventional weapons, as well as the active and consistent promotion of South Africa's policies and national interests.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>The proliferation of conventional arms, including small arms and light weapons, especially in the context of conflicts in Africa.</li> <li>The focus being placed on weapons of mass destruction in the context of terrorism and the probability of UNSC action in this regard.</li> <li>The increasing role of nuclear weapons in international security and the lack of progress towards nuclear disarmament.</li> <li>The continued achievement of an international ban on anti-personnel mines and the implementation of the Anti-Personnel Mine Ban Treaty (MBT).</li> <li>Continued reinforcement of the international regimes on weapons of mass destruction and conventional weapons, especially in the context of the Nuclear Non-Proliferation Treaty (NPT), Biological Weapons Convention (BWC), Chemical Weapons Convention (CWC), Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), Zangger Committee (ZC), Wassenaar Regime (WR), the Inhumane Weapons Convention (CCW), etc.</li> </ul>
PRIORITY	Global Governance: Security
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promotion of a peaceful resolution to the return to sovereignty in Iraq.</li> <li>Promote the sustainability and legitimacy of multilateral approaches and the UN's pre-eminent role in the reconstruction and development of post-war Iraq.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Work with others for reasserting centrality of UN in the resolution of Iraq situation.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Inputs at UN as part of NAM troika in support of sustainable and legitimate governance structures in Iraq.</li> <li>Support for a defined, mandated role for the UN in the reconstruction, development and democratic/political processes in Iraq.</li> <li>Involvement in UN reform towards rules-based multilateral approaches, incorporating the lessons learnt in Iraq.</li> <li>Involvement in reconciliation, reconstruction and development in Iraq.</li> </ul>

PRIORITY	Global Governance: Security
<b>Objective</b>	Promotion of the peaceful resolution of conflicts and post-conflict reconstruction and development in the Middle East (Israel/Palestine).
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Completed bilateral agreements with Israel.</li> <li>Peace Camps in Israel and Palestine strengthened.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Hosting of of followup to Spier.</li> <li>Establishing channels of communication with the Israeli establishment.</li> <li>Assisting the Palestinian reform process and supporting international peace efforts, in particular through the UN system.</li> <li>Strengthening the "peace camps" in both Israel and Palestine.</li> <li>Sharing the South African experience with a wide cross-section of Israeli and Palestinian civil society and government.</li> </ul>
PRIORITY	Global Governance: Security
<b>Objective</b>	<ul style="list-style-type: none"> <li>Facilitate the fulfilment of SA's treaty obligations and facilitate participation in international crime forums to promote SA's position on Organised Crime (Transnational Organised Crime, Drug Trafficking, Vehicle Trafficking and Money Laundering).</li> <li>Work with other countries for the reduction/eradication of Organised Crime.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Government to be in a position to participate effectively in UN crime forums in order to contribute to the global effort to combat Transnational Organised Crime.</li> <li>Bilateral co-operation agreements finalised in areas of need.</li> </ul>
<b>Critical Issues</b>	<p>Narcotic Drugs:</p> <ul style="list-style-type: none"> <li>In 2004 the Commission on Narcotic Drugs will focus on the use of synthetic drugs and the control of chemical precursors.</li> </ul> <p>Crime</p> <ul style="list-style-type: none"> <li>In 2004 the Commission on Crime Prevention will focus on: Preparations for the 11th Crime Congress. Participation in the African Preparatory Meeting in Addis, 1 - 5 March 2004.</li> <li>SA to establish a national preparatory committee for the 11th Congress on Crime Prevention.</li> </ul> <p>Ad Hoc Committee on the negotiation of a Convention against Transnational Organised Crime: Drafting of rules of procedure for the Conference of the Parties re the Convention against Transnational Organised Crime.</p>

PRIORITY	Global Governance: Security
<b>Objective</b>	Facilitate South Africa's treaty obligations and facilitate participation in international crime forums to promote SA's position on Human Trafficking.
<b>Performance Indicator</b>	South Africa to be in a position to fulfil its treaty obligations pertaining to the UN Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the United Nations Convention Against Transnational Organized Crime.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Facilitate the adoption of legislation to implement the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the United Nations Convention Against Transnational Organized Crime.</li> <li>Facilitate participation in international meetings to discuss implementation of the Protocol.</li> <li>Participate in the activities of the UN Commission on Crime Prevention and Criminal Justice - (May 2004).</li> </ul>

PRIORITY	Consolidation of the African Agenda
<b>Objective</b>	Work towards the establishment and strengthening of the AU and its organs.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Implementation of the decisions of the Maputo Summit.</li> <li>All SA obligations carried out as scheduled.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Operationalisation of the Specialised Technical Committees. <ul style="list-style-type: none"> <li>Meetings of Ministers and Officials in committees of related line function Departments (Committees are described in the Constitutive Act – note that there is not a committee for defence and security issues, since it is assumed that these matters will be dealt with by the Peace and Security Council).</li> <li>The Commissioners and their Directorates will support the functions of the STCs.</li> </ul> </li> <li>Finalisation of national secondment policy to Multilateral Institutions and Cabinet approval.</li> <li>National implementation of decisions taken by the Assembly, Executive Council and Peace and Security Council.</li> <li>Participation in the launch of the Pan-African-Parliament.</li> <li>Participation in the launch of the African Court on Human and People's Rights.</li> <li>Ratification of the Protocol on the Court of Justice.</li> <li>Assist in the initiation of the work determining the financial institutions of the AU.</li> <li>Adoption of new Protocol on the relationship between the AU and RECs.</li> <li>Assist in the staffing of the Commission by filling the 17 posts allocated to SA.</li> <li>Participation in the launch of the Peace and Security Council.</li> <li>With regard to the Peace and Security Council, participate in the finalisation of the requirements for the African Standby Force and the Military Staff Committee, the conclusion and adoption of the Rules of Procedure for the Council, and the modalities for the functioning of the Panel of the Wise and the Early Warning System.</li> <li>Participation in the regional and continental processes for the election of members of the Peace and Security Council.</li> <li>Lead process to finalise the Common African Defence and Security Policy and develop a legal instrument based on the approved policy.</li> <li>Participation in the China-Africa process.</li> <li>Participation in the Africa-EU Process and, as member of the Troika, assist in the conclusion of outstanding issues and the revitalisation of the dialogue.</li> <li>Hosting of AASROC Working Group meeting.</li> <li>Adoption of the ECOSOCC Statutes.</li> </ul>

PRIORITY	Consolidation of the African Agenda
<b>Objective</b>	Establish an Asia-Africa Forum for co-operation between regional economic communities in Asia and Africa.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Successful hosting of AASROC II in South Africa.</li> <li>Meaningful progress in creation of Asia-Africa Forum structures.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>African commitment to AASROC.</li> <li>Commitment by ASEAN and other relevant Asian Regional Organisations to the Asia-Africa Forum.</li> </ul>
PRIORITY	Consolidation of the African Agenda
<b>Objective</b>	Facilitate South Africa's participation in the SADC.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Implementation of the RISDP and Strategic Indicative Program of the Organ.</li> <li>Successful restructuring of the SADC.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Take a leading role in issues relating to security and stability in the region as incoming Chair of the SADC Organ on Politics, Defence and Security and a member of the Organ Troika.</li> <li>Implementation of the SADC Strategic Indicative Plan for the Organ (SIPO) and the SADC Mutual Defence Pact.</li> <li>Align the SADC Mutual Defence Pact with the AU Common African Defence and Security Policy (CADSP).</li> <li>SADC standby arrangements to comply with AU prescriptions.</li> <li>Commence with the implementation of the RISDP.</li> <li>Implementation of the new SADC organisational structure.</li> <li>Implementation of the recommendations regarding the change management process and labour relations at the Secretariat.</li> <li>Qualified South Africans to take up important positions in SADC Institutions.</li> <li>In terms of the implementation of NEPAD programmes and projects, the SADC, as one of the five building blocks of the African Union, will need to co-ordinate and facilitate the development and implementation of programmes.</li> <li>Continue to work closely with the World Food Programme to facilitate the free flow of its "food pipeline" into the region.</li> <li>Ratification of the SADC Mutual Defence Pact.</li> <li>Restructure and reposition RETOSA.</li> </ul>

PRIORITY	Consolidation of the African Agenda
<b>Objective</b>	Facilitate South Africa's participation in SACU.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>SA Ratification of new SACU Agreement.</li> <li>Facilitate SACU Policies and negotiated outcomes with Third Parties.</li> </ul>
<b>Critical Issues</b>	The maintenance of optimal diplomatic relations with BLNS countries and ensuring that SADC partners are fully briefed on developments in SACU-related negotiations.
PRIORITY	Consolidation of the African Agenda
<b>Objective</b>	Promote the implementation of NEPAD.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Operationalisation of the APRM and Strategic Indicative Program of the Organ.</li> <li>The five priority areas developed and implemented.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Capacity-building, including human, financial and institutional.</li> <li>Mainstreaming NEPAD into national and regional development strategies and programmes.</li> <li>Maintaining and expanding support for NEPAD nationally, continentally and internationally.</li> <li>Mobilising resources for implementation.</li> <li>Operationalisation of APRM country review process.</li> <li>Expansion of number of countries acceding to the APRM.</li> <li>Alignment of the programmes of the AU Commission, AU Specialised Technical Committees and RECs with NEPAD.</li> <li>Identification of bilateral, trilateral and multi-stakeholder NEPAD projects.</li> <li>Implementation of projects and programmes in NEPAD priority sectors.</li> <li>Mobilisation of civil society and the private sector in South Africa, on the continent and internationally behind NEPAD.</li> <li>Translation of commitments of development partners into concrete programmes.</li> <li>Mainstreaming of gender equality and equity indicators into the NEPAD Implementation Plan.</li> </ul>

PRIORITY	Consolidation of the African Agenda
<b>Objective</b>	Promote the peaceful resolution of conflicts and encourage post-conflict reconstruction and development.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Successful implementation of current peace processes.</li> <li>• Peace and Security Council operationalised.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• The deployment of military personnel and equipment to the newly created UN peace missions in Liberia and Ivory Coast.</li> <li>• Legislative elections in the Comoros in April 2004.</li> <li>• Consolidation of the peace process in Burundi, by achieving the full agreement of all conflicting parties and the implementation of peace agreements.</li> <li>• Consolidation of the peace process in the DRC by achieving the full agreement of all conflicting parties and the implementation of peace agreements.</li> <li>• Continued involvement in peacekeeping missions mandated by either the UNSC or the AU, present examples of these being United Nations Mission in Ethiopia and Eritrea (UNMEE), United Nations Mission in Liberia (UNMIL) and OAU Mission in Ethiopia and Eritrea (OLMEE), where South African deployments presently operate.</li> <li>• Completion of the implementation of the Fomboni Agreement in the Comoros, which was facilitated by the signing of the Moroni Agreement.</li> </ul>
PRIORITY	Consolidation of the African Agenda
<b>Objective</b>	Establish synergy between the Asian and African implementation mechanisms in order to maximise Asian support for NEPAD.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Structured interaction of the implementation mechanisms with specific time frames.</li> <li>• Affirmation of Asian commitments.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Effective NEPAD marketing strategy.</li> <li>• Market the implementation of NEPAD objectives, priorities and programmes in Asia, especially within the context of TICAD (Japan), the China-Africa Co-operation Forum, the India-Africa Fund, the Vietnam-Africa forum (and AASROC).</li> </ul>

PRIORITY	South-South Cooperation
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Promote South-South cooperation for increased market access, trade and investment.</li> <li>• Promote North-South relations for increased market access, trade and investment.</li> <li>• Obtain support for the Agenda of the South.</li> <li>• Facilitate the development of IBSA and promote its programmes.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Successful joint action by countries of the South to achieve common goals.</li> <li>• Progress in implementation of the Agenda of the South.</li> <li>• Successful holding of the February meeting of focal points in Brasilia and of Foreign Ministers in New Delhi in March 2004.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Strengthen relations with Pacific Rim and the Caribbean around ACP and Commonwealth issues.</li> <li>• Strengthen economic relations with South and Central America, the Indian Ocean Rim and Central Europe.</li> <li>• Reform of international financial institutions.</li> <li>• Market access/agricultural subsidies.</li> <li>• Capital flows.</li> <li>• Focus on the MDGs.</li> <li>• Debt relief</li> <li>• Implementation of action plans of major international conferences.</li> <li>• Development and effectiveness of IBSA.</li> </ul>
PRIORITY	Political and Economic Relations
<b>Objective</b>	Expand Tourism Promotion
<b>Performance Indicator</b>	The co-ordinated implementation of the International Tourism Growth Strategy (ITGS) by DFA and the Department of Environmental Affairs and Tourism (DEAT).
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• An effective mechanism needs to be established for developing closer co-operation with DEAT, SA Tourism, the Tourism Business Council of SA (TBCSA) and South African Airways (SAA) on matters related to tourism promotion.</li> <li>• Explore the development of new tourist markets through missions, with particular focus on Africa, South America, Russia, expanded Europe and Central Europe.</li> <li>• Capacity at Missions and at Head office in terms of tourism promotion needs to be strengthened.</li> <li>• Ensure that the Visa Regime is in harmony with the ITGS.</li> <li>• Ensure sufficient airlift to and from South Africa through the Aviation Bill.</li> <li>• Special focus on Africa as the largest contribution to tourists.</li> </ul>

PRIORITY	Political and Economic Relations
<b>Objective</b>	Expand relations in new markets and increase dialogue with Central and Eastern Europe.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Increased dialogue and expansion of co-operation.</li> <li>Strengthened economic ties through increased activity.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Strengthen bilateral relations</li> <li>Forging like-minded coalitions on political matters.</li> <li>Improved market access.</li> <li>Maintaining regional priority for client countries.</li> <li>Progress on WTO issues.</li> <li>Strategy to expand tourism to South Africa, in particular to develop the new markets in Central and Eastern Europe.</li> <li>2010 Soccer World Cup bid.</li> <li>NEPAD priority areas.</li> <li>10-Year Freedom Celebrations.</li> <li>Improve and strengthen representation.</li> </ul>
PRIORITY	Political and Economic Relations
<b>Objective</b>	Conclude Framework Agreements for FTAs with China, India, MERCOSUR and the US.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Agreements concluded as per schedule.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Non-tariff barriers used to control imports.</li> <li>Trade-Related Aspects of Intellectual Property Rights.</li> <li>Cultural preferences of respective domestic markets.</li> <li>Resolving trade disputes.</li> <li>Obtaining SACU involvement.</li> </ul>
PRIORITY	Political and Economic Relations
<b>Objective</b>	Support the bid for the Square Kilometre Array (SKA).
<b>Performance Indicator</b>	DFA's role in the bid process is managed effectively.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Bid forms part of research and development strategy.</li> <li>Science and Technology capacity building.</li> <li>Injection of expertise and economic activity for area.</li> <li>SA's suitability as host for major astronomy projects.</li> <li>Building on SA's current technology base and space facilities.</li> <li>Contribution to planned African space initiative as part of Nepad.</li> </ul>

PRIORITY	Political and Economic Relations
<b>Objective</b>	Co-ordinate the Department's 10 year Celebrations of Freedom programme.
<b>Performance Indicator</b>	The successful implementation of the activities planned by the Department both at home and abroad.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Co-ordination of all South African performing groups abroad at missions and in their respective regions.</li> <li>Co-ordination and prioritising of SAA sponsored air tickets to missions.</li> <li>Procurement of promotional material.</li> <li>Co-ordination of performing artists, chefs, fashion designers, crafters, promotional material and branding.</li> <li>Liaison and networking with Political Line Function Desks in order for them to assist their missions.</li> </ul>
PRIORITY	Human Resources Development
<b>Objective</b>	To obtain support for HR development in South Africa and Africa.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Funds, technology transfers, training programmes and other forms of assistance secured from foreign governments, NGOs, investors, companies, training institutes and universities.</li> <li>A targeted information drive focusing on the need for capacity building, with the accent on the promotion of gender equality is launched.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Lack of: <ul style="list-style-type: none"> <li>Funding</li> <li>Research and training facilities/infrastructure</li> </ul> </li> <li>National Human Resource Development Strategy</li> <li>Gender</li> <li>Critical areas: <ul style="list-style-type: none"> <li>ICT</li> <li>Agriculture</li> <li>Health</li> <li>Education and Training</li> <li>Leadership and Management</li> <li>Research and Development for innovation</li> </ul> </li> </ul>

<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Strengthen Protocol Services</li> <li>Establish a website 'Project State Protocol Live' for managing diplomatic privileges and immunities.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>An interactive diplomatic website to manage immunities and privileges developed and operational.</li> <li>Improved efficiency and service delivery.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Access to international best practices.</li> <li>Acquiring resources and developing capacity for managing the site.</li> <li>Establishing a database.</li> <li>Electronic security.</li> <li>Recruitment and training</li> <li>Development of a uniquely South African protocol service</li> </ul>
<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Implement the decentralisation of corporate services policy.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>CS staff functional in Branches.</li> <li>Signed Delegations</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Resolution 7 of 2002</li> <li>Capacity-building and training and development of officials</li> <li>Developing organisational support</li> <li>Developing Corporate Services back-up</li> </ul>
<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Acquire a new Head Office Building in Pretoria.
<b>Performance Indicator</b>	Facilitate the construction of a new Head Office Building in conjunction with other role-players.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Appointment of Project Officer.</li> <li>Regular review and approvals as per project plan.</li> <li>Key reviews and approvals: <ul style="list-style-type: none"> <li>➤ Departmental review and approval prior to submission of TA 1 application to National Treasury in May 2004.</li> <li>➤ TA I approval by mid-June 2004.</li> <li>➤ TA II A approval 11 October 2004.</li> <li>➤ TA II B approval 28 January 2005.</li> <li>➤ TA III approval 11 July 2005.</li> </ul> </li> <li>Construction starts August 2005 to be completed in 18 –24 months.</li> </ul>

<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Mainstream HIV/AIDS issues in DFA.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Report on the results and implications of the Impact and Risk Analysis study.</li> <li>A plan for an Integrated Organisational Response to HIV/AIDS.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Buy-in and support from the Organisation on all levels.</li> <li>Source out a service provider through tender process.</li> <li>Ensure the implementation of the Integrated Organisational Response to HIV/AIDS.</li> </ul>
<b>PRIORITY</b>	<b>Provide efficient and effective support services.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Provide cost effective infrastructure and accommodation to support our work.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>DFA property needs addressed in a cost-effective way.</li> <li>Feasibility study completed by March 2005.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Consultations with the Department of Public Works.</li> <li>Projects in Maseru and Abuja.</li> <li>Disposal of properties in Windhoek, Walvis Bay and Funchal.</li> <li>Appointment of consultants for a feasibility study.</li> </ul>
<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Facilitate the transformation process in DFA
<b>Performance Indicator</b>	Structures in place and compliance with all statutory requirements.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Employment Equity Plan.</li> <li>Communications Strategy</li> <li>Effective stakeholder participation.</li> <li>Transformation of organisational culture to support diversity and empowerment.</li> </ul>

<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Entrench the implementation of HR System.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>An integrated and coherent HR System for the department completed and fully implemented.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Recruitment and Selection</li> <li>Education, Training and Development</li> <li>Performance Management.</li> <li>Succession and Career Management.</li> <li>Job Profiling.</li> <li>Employee Relations.</li> <li>HR Planning.</li> <li>Locally Recruited Personnel Dispensation.</li> </ul>
<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Improve Consular service delivery.</li> </ul>
<b>Performance Indicator</b>	Consular section restructured and providing services in line with Batho Pele principles.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Restructuring the component.</li> <li>Staff capacity.</li> <li>Implementation of a new software system.</li> <li>Update the consular code, policy, procedures and Website.</li> <li>Upgrade service counters to cater for persons with disabilities.</li> </ul>
<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Intensify the implementation of the Minimum Information Security Standard (MISS).
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Provisions of the MISS implemented in all areas of security.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Staff awareness and sensitization.</li> <li>Physical Security.</li> <li>Vetting of staff.</li> <li>New ID Systems</li> </ul>

<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Implement financial systems reform in line with the Public Finance Management Act.
<b>Performance Indicator</b>	Compliance with the provisions of the Act
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Policies and procedures.</li> <li>control of movable assets.</li> <li>On line expenditure reporting from missions.</li> </ul>
<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Modernise the department's information communications technology and ensure its optimum utilisation.
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>The Master System Plan Implement as per plan and on schedule.</li> <li>User needs and skills addressed.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Update of DFA workstations, PABX's, Servers and software systems.</li> <li>Update of Tokenring to Ethernet.</li> <li>Transfer of DFA Website.</li> <li>Update of Missions systems.</li> <li>Installation of a secure Internet access (Secure DMZ), Financial Systems and BAS.</li> <li>Update the DFA VSAT Space Segment.</li> <li>ISO 17799 certification.</li> <li>Introduce knowledge and information management.</li> </ul>
<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Facilitate the transformation of the Foreign Service Institute (FSI).
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Plan for the transformation programme developed and approved.</li> <li>Implementation according to plan.</li> <li>Improvement of the quality of our diplomats</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Identification of best practices.</li> <li>Comprehensive implementation strategy.</li> <li>Availability of resources.</li> <li>Buy in from all stakeholders.</li> <li>Quality of training.</li> <li>Repositioning of the FSI</li> </ul>

<b>PRIORITY</b>	<b>Provide efficient and effective support services</b>
<b>Objective</b>	Enhance the management systems of the department.
<b>Performance Indicator</b>	Managerial reviews conducted, and a strategy for enhancing systems developed and implemented.
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• HR systems.</li> <li>• Financial systems.</li> <li>• Mission management.</li> <li>• Quality management.</li> </ul>