

## **PART TWO: KEY PERFORMANCE AREAS**

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

#### **1. CONSOLIDATION OF THE AFRICAN AGENDA**

- 1.1 Strengthen the AU and its structures
- 1.2 Promote integration and development through SADC and SACU
- 1.3 Promote the implementation of NEPAD
- 1.4 Support peace, security, stability and post-conflict reconstruction and development initiatives

#### **2. SOUTH-SOUTH CO-OPERATION**

- 2.1 Obtain support for the Agenda of the South
- 2.2 Promote South-South Co-operation
- 2.3 NAM
- 2.4 G77
- 2.5 ACP-EU relationship
- 2.6 IBSA

### **3. GLOBAL GOVERNANCE**

#### **3.1 GLOBAL GOVERNANCE : POLITICS AND SECURITY**

- 3.1.1 United Nations Reform
- 3.1.2 The Middle East Peace Process
- 3.1.3 Terrorism
- 3.1.4 Weapons of Mass Destruction
- 3.1.5 UN Security Council
- 3.1.6 Transnational Organised Crime
- 3.1.7 Human Trafficking
- 3.1.8 Kimberley Process
- 3.1.9 Post-conflict Reconstruction
- 3.1.10 Humanitarian Assistance
- 3.1.11 International Law
- 3.1.12 Human Rights and Implementation of Humanitarian Law

#### **3.2 GLOBAL GOVERNANCE : SOCIO- ECONOMIC**

- 3.2.1 World Trade Organisation
- 3.2.2 G-20
- 3.2.3 Global Finance
- 3.2.3.1 North South Dialogue

- 3.2.3.2 OECD
- 3.2.3.3 Group Of Eight (G8) and Africa Partnership Forum
- 3.2.4 AU-EU Co-operation
- 3.2.5 World Economic Forum (WEF)
- 3.2.6 Implementation of major socio-economic International Conferences
  - 3.2.6.1 Millennium Development Goals (MDGs)
  - 3.2.6.2 World Summit on Sustainable Development (WSSD)
  - 3.2.6.3 Johannesburg Plan of Implementation (JPOI) – National Strategy for Sustainable Development
  - 3.2.6.4 Commission on Sustainable Development (CSD 13 and CSD 14)
  - 3.2.6.5 Beijing+10
- 3.2.7 Economic, Social and Cultural Rights
- 3.2.8 SKA Bid
- 3.2.9 Tourism, Trade and Investment promotion
- 3.2.10 Environment

#### **4. BILATERAL RELATIONS**

## SECTION 2: SERVICE DELIVERY IMPROVEMENT PLAN: 2006/7

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 is subject to some variability, and is 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	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> <li>Strengthen the African Union (AU) and its structures</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>Implementation of previous Summit decisions</li> <li>All SA obligations carried out as scheduled within identified time frames</li> </ul>
Critical issues	<ul style="list-style-type: none"> <li>Mobilise support for the harmonisation and rationalisation of Regional Economic Communities (RECs), as well as for the regional integration process</li> <li>Strengthen governance and capacity in the AU</li> <li>Operationalise the AU Specialised Technical Committees</li> <li>Implement the AU Gender Declaration</li> <li>Support the Pan-African Parliament</li> <li>Support ECOSOCC</li> <li>Operationalise the African Court of Justice and the African Court on Human and People’s Rights</li> <li>Enhance and strengthen the functioning of the African Commission on Human and People’s Rights</li> <li>Establish AU Financial Institutions</li> <li>Engage the African Diaspora</li> <li>Strengthen AU-EU co-operation</li> <li>Monitor and implement migration issues and policies</li> </ul>

<b>PRIORITY</b>	<b>Consolidation of the African Agenda</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote integration and development through SADC and SACU</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>Implementation of the RISDP and Strategic Indicative Programme of the Organ</li> <li>Successful finalisation of the restructuring of the SADC</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Conclude the restructuring of SADC</li> <li>Strengthen governance and capacity in SADC, especially at the Secretariat</li> <li>Work towards the full implementation of the RISDP</li> <li>Facilitate SACU negotiations with India, China, the USA, EFTA and MERCOSUR</li> </ul>

<b>PRIORITY</b>	<b>Consolidation of the African Agenda</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote the implementation of NEPAD</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>Implementation of the decisions of the NEPAD Steering Committee and NEPAD Heads of State and Government Implementation Committee</li> <li>Implementation of NEPAD programmes and projects</li> <li>Successful conclusion of SA APRM process</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Provide capacity and political support for the implementation of NEPAD Programmes</li> <li>Facilitate the implementation of NEPAD priority sectors (infrastructure, agriculture, environment, tourism, ICT, health, human resources and science and technology) and their integration with AU and SADC processes</li> <li>Strengthen NEPAD co-ordination mechanisms in South Africa and SA's leadership in various NEPAD sectors</li> <li>Establish and utilise Continental Development Funds for NEPAD projects</li> <li>Support the finalisation of the APRM process in SA and the APRM's operationalisation in Africa</li> <li>Promote the achievement of the Millennium Development Goals in Africa</li> <li>Support the AU/NEPAD integration process</li> </ul>

<b>PRIORITY</b>	<b>Consolidation of the African Agenda</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Consolidate the Africa Agenda in general through co-operation programmes such as IBSA and Asia-Africa co-operation, in particular through the NAASP</li> </ul>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>• Africa Agenda secured in pursuit of common concerns and needs.</li> <li>• Synergy established between the Asian and African implementation mechanisms to maximise Asian support for NEPAD.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Co-chair the New Asia-Africa Strategic Partnership (NAASP) with Indonesia and use the process to pursue concrete initiatives.</li> <li>• Market the implementation of NEPAD objectives, priorities and programmes in Asia, especially within the context of TICAD (Japan), the Forum for China-Africa Co-operation, the India-Africa Fund, the Vietnam-Africa Forum, the Iran-Africa fund and NAASP.</li> </ul>

<b>PRIORITY</b>	<b>Consolidation of the African Agenda</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Promote North-South co-operation in support of the African Agenda through the G8, the African Partnership Forum the EU, the OECD, and the World Economic Forum</li> </ul>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>• Political commitments translated into concrete support and action.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Address market access/agricultural subsidy issues.</li> <li>• Promote capital flows and investment into Africa.</li> <li>• Promote resource flows, e.g. scaled up ODA, in support of the attainment of the MDGs.</li> <li>• Secure enhanced and accelerated debt relief.</li> <li>• Secure concrete implementation of commitments of international partners and processes</li> </ul>

<b>PRIORITY</b>	<b>Consolidation of the African Agenda</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Maintain and further enhance support for NEPAD through groupings such as the Group of 77, NAM and Commonwealth.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• NEPAD on agendas of the Group of 77, NAM and Commonwealth.</li> <li>• Effective text on NEPAD in Havana Declaration of the XIV NAM Summit in September 2006.</li> <li>• A close relationship with the Commonwealth Secretariat in order to enhance capacity and other support provided to the NEPAD by the Commonwealth.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Substantive support for, and solidarity with, the NEPAD agenda.</li> <li>• Identification of issues that can be supported through the African Groups in UN centres, Group of 77 and China, NAM and Commonwealth.</li> </ul>

<b>PRIORITY</b>	<b>Consolidation of the African Agenda</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Promote the allocation of sufficient resources in the United Nations system for the implementation of NEPAD Programmes.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Interventions to negotiate sufficient resources in UN programmes and budget for the implementation of NEPAD programmes and projects.</li> <li>• NEPAD recognised as the mechanism for UN system support for Africa.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Capacity and political support for the implementation of NEPAD Programmes.</li> <li>• Security priorities versus development issues</li> <li>• Tangible support for NEPAD from the United Nations.</li> <li>• Working towards the attainment of the MDGs in Africa.</li> </ul>

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> <li>Promote the peaceful resolution of conflicts.</li> </ul>
Performance Indicator	<ul style="list-style-type: none"> <li>Success in the implementation of peace processes.</li> <li>Implementation of decisions of the AU Peace and Security Council and those of the United Nations.</li> </ul>
Critical Issues	<ul style="list-style-type: none"> <li>Continued involvement in AU and UN peacekeeping missions</li> <li>Operationalise the Early Warning System</li> <li>Establish the African Standby Force</li> <li>Adhere to the Common African Defence and Security Policy</li> <li>Review the White Paper on Peace Missions</li> <li>Develop strategic initiatives to address conflicts in partnership with regional organizations</li> <li>Support regional peace initiatives</li> <li>Strengthen institutions of good governance through bilateral interactions</li> <li>Continued support to the AU efforts in Chad aimed at improving the conditions on the Chad/Sudan border</li> <li>Support non-proliferation of arms to conflict areas</li> <li>Encourage and support free and fair electoral processes in Comoros</li> <li>Peaceful reconciliation in Somalia and the creation of government institutions</li> <li>Successful implementation of <i>Marcoussis Agreement</i> &amp; the <i>Accra III</i> Summit resolution on Côte d'Ivoire.</li> <li>Promotion of national reconciliation in Côte d'Ivoire</li> <li>The peaceful reconciliation in Somalia &amp; the creation of government institutions.</li> <li>Support regional initiatives towards the normalisation of the political situation in Burundi.</li> </ul>

<b>PRIORITY</b>	<b>Consolidation of the African Agenda</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Promote post-conflict reconstruction and development initiatives</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>• Stability maintained and countries' socio-economic outlook improved</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Support the development of an AU Post Conflict Reconstruction and Development Policy</li> <li>• Use the African Renaissance and International Co-operation Fund to support post-conflict reconstruction and development and to generate trilateral co-operation projects</li> <li>• Support to ongoing post-conflict reconstruction efforts in Liberia, Sierra Leone and Central African Republic</li> <li>• Facilitating institutional capacity building as part of post-war reconstruction &amp; development in Burundi, the Comoros, the DRC, Somalia, Sudan, Liberia, Sierra Leone &amp; Guinea-Bissau</li> <li>• Encourage successful completion of Peace Process by ensuring Palipehutu/FNL participation in mediation efforts by Tanzania</li> <li>• Assisting in the process of social cohesion, nation building &amp; post-conflict reconstruction &amp; development in Somalia.</li> <li>• Speeding up de-mining efforts in Angola.</li> </ul>

<b>PRIORITY</b>	<b>Consolidation of the African Agenda</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Enhance &amp; strengthen democracy in all African Countries</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Strengthen institutions of good governance through bilateral interactions.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Engagement of the government of Swaziland towards resolution of current constitutional &amp; democracy/governance issues</li> <li>• Revitalising the <i>Arab Maghreb Union</i>.</li> <li>• Assisting the Algerians with the establishment of the <i>AU Centre on Terrorism</i>.</li> <li>• Supporting the DRC in its preparations for the 2006 elections.</li> <li>• Co-operation with Lesotho on the identification of NEPAD flagship projects in order to lift the country from its LDC status</li> <li>• Utilising structured bilaterals (JCCs, BNCs etc) as a platform to advance aspects of the MDGs</li> <li>• Encourage &amp; support free &amp; fair electoral processes in the Comoros.</li> </ul>

PRIORITY	Consolidation of the African Agenda
Objective	<ul style="list-style-type: none"> <li>• Strengthening of bilateral relations.</li> </ul>
Performance Indicator	<ul style="list-style-type: none"> <li>• Opening of new Missions and strengthening of existing Missions.</li> <li>• Establish new diplomatic representations in Burkina Faso, Benin, Niger &amp; Guinea-Bissau during the 2006-07 financial year.</li> </ul>
Critical Issues	<ul style="list-style-type: none"> <li>• Conclusion of outstanding agreements between South Africa &amp; countries of East Africa.</li> <li>• Launch of joint bilateral commissions with Kenya &amp; Sudan. In addition, launch of JEC with Uganda.</li> <li>• Opening of satellite Mission in Juba, Southern Sudan.</li> <li>• Implementation of structured bilateral mechanisms between South Africa &amp; Senegal, Mali, Ghana, Nigeria, Guinea, Gabon, Republic of Congo, Equatorial Guinea &amp; Chad</li> <li>• Implementation of programmes of existing structures &amp; devising new ones.</li> <li>• Conclusion of outstanding agreements.</li> <li>• Maintaining regular contact with African countries through their representatives in South Africa regarding the preferred approach to development.</li> <li>• Co-operation with Lesotho on the identification of NEPAD flagship projects in order to lift the country from its LDC status.</li> <li>• Concluding a bilateral co-operation agreement with Mauritania.</li> </ul>



## SOUTH-SOUTH CO-OPERATION

PRIORITY	South-South Co-operation: Group of 77
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Provide effective and efficient leadership of the G77 during 2006.</li> <li>• Strengthen South-South co-operation.</li> <li>• Consolidate relations in order to advance the development agenda of the South.</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>• Effective and efficient Chairmanship of the G77 during 2006.</li> <li>• Progress in implementation of the Agenda of the South.</li> <li>• Monitoring deadlines and advising other line function Departments when and how to respond to the UN system in terms of providing support to the chair of the G77 through the Interdepartmental Co-ordinating Committee.</li> <li>• Creation and utilization of opportunities for advancing the development agenda of the South.</li> <li>• Strengthened economic and technical co-operation among developing countries.</li> <li>• Effective promotion and protection of the interests of the Group.</li> <li>• Enhanced position of the Group as a constructive and responsible partner in promoting the development agenda of the South.</li> <li>• Enhance closer co-operation between NAM and G77 through the Joint Co-ordination Committee (JCC).</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Regular and effective co-ordination between the Chair and the Interdepartmental Co-ordinating Committee in support of the Chair.</li> <li>• Overseeing the work programme and the budgets of the G77 in New York.</li> <li>• Provision of an efficient and well-run Chair's office in organising all meetings and delivering all statements and documents in a timely manner.</li> <li>• Managing effectively the promotion of South Africa's own national positions during 2006.</li> <li>• Full commitment to the promotion and protection of the interests of the Group.</li> <li>• Managing South African national delegations participation in negotiations.</li> <li>• Maintain consensus and unity among G77 Member States on global issues.</li> <li>• Negotiating capacity.</li> <li>• Promoting South-South co-operation.</li> <li>• Active participation in the NAM Ministerial and Summit meetings.</li> <li>• Maintain close co-operation between the G77 and the NAM through the Joint Co-ordinating Committee.</li> <li>• Engage the Geneva-based South Centre to provide improved inputs to the G77.</li> <li>• Progress with all elements of the Monterrey Consensus.</li> <li>• Regular and sustained co-ordination between the NAM and the G77 through the JCC.</li> </ul>

<b>PRIORITY</b>	<b>South-South Co-operation : Non-Aligned Movement (NAM)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote South-South Co-operation and support for agendas of the South.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>South-South solidarity within the NAM manifested and reflected in the decisions and outcome documentation of NAM Conferences and Summits.</li> <li>Enhance the political, economic and social agendas of the South.</li> <li>Close co-operation and co-ordination between the NAM and the G77 through pro-active functioning of the Joint Co-ordination Committee (JCC) of the NAM and G77.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Identification of opportunities for increased co-operation and new initiatives to bring countries of the South closer together.</li> <li>Substantive support for, and solidarity with, the agendas of the South.</li> </ul>

<b>PRIORITY</b>	<b>South-South Co-operation: NAASP</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote South-South co-operation in general through Asia-Africa fora in particular through the New Asia-Africa Strategic Partnership (NAASP)</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>South-South co-operation secured in pursuit of common concerns and needs</li> <li>Synergy established between the Asian and African implementation mechanisms to maximise Asian support for NEPAD.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Co-chair the New Asia-Africa Strategic Partnership (NAASP) with Indonesia and use the process to pursue concrete initiatives;</li> <li>Market the implementation of NEPAD objectives, priorities and programmes in Asia, especially within the context of TICAD (Japan), the Forum for China-Africa Co-operation, the India-Africa Fund, the Vietnam-Africa Forum, the Iran-Africa Fund and NAASP.</li> </ul>

<b>PRIORITY</b>	<b>South-South Co-operation: ACP-EU</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Enhance South-South co-operation for improved market access and advancement of the agenda of the South through the ACP-EU relationship</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>• Co-operation with ACP in EPA negotiations enhanced.</li> <li>• Satisfactory outcome of ACP Summit.</li> <li>• Lobbying for adaptation of Registration, Evaluation and Authorisation of Chemicals (REACH) at high-level.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Attend ACP Heads of State and Government Summit in December 2006.</li> <li>• Promote South Africa's position on the adaptation of REACH.</li> <li>• Promote South Africa, SADC and the rest of Africa as an attractive investment and tourism destination and trade partner.</li> <li>• Foster economic diplomacy expertise.</li> <li>• SA active participant in SADC EPA negotiations.</li> <li>• Summit agreement on important issues critical.</li> <li>• Adaptation of REACH is critical for developing world with regard to exports to the EU and would have devastating effect if not adopted.</li> </ul>

<b>PRIORITY</b>	<b>South-South Co-operation : IBSA</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Enhance the capacity of IBSA and promote its programmes.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Implementation of the New-Delhi Agenda for Co-operation and New-Delhi Plan of Action.</li> <li>• Effective functioning of the IBSA Working Groups on Trade, Information Society, Science &amp; Technology, Education, Energy, Defence, Tourism, Agriculture, Culture, and Transport.</li> <li>• Co-operation within IBSA on SMME Development.</li> <li>• Establishment of Working Group on Climate Change.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Coherent and co-ordinated SA strategy for engagement within IBSA.</li> <li>• Provision of analytical briefings for IBSA Ministerial Meeting and Heads of State Meeting.</li> </ul>

PRIORITY	South-South Co-operation: Bilateral Relations
Objective	<ul style="list-style-type: none"> <li>• Obtain support for the Agenda of the South</li> </ul>
Performance indicators	<ul style="list-style-type: none"> <li>• Progress in implementation of the Agenda of the South</li> <li>• Harness goodwill and support for the developing world</li> </ul>
Critical issues	<ul style="list-style-type: none"> <li>• Utilise Joint Commissions as a platform to advance the Agenda of the South and aspects of the MDG's</li> <li>• Strengthening of relations with regional organizations to promote South-South co-operation</li> <li>• Expand people-to-people co-operation with the countries of Mercosur, Mexico, Central America, the Andean Community and the Caribbean</li> <li>• Encourage awareness and participation on the part of Mercosur countries in the African Agenda</li> <li>• Initiate regular contact with key partners on multilateral issues, such as Mercosur's policy on WTO and developments of G20+</li> <li>• Working visits to Argentina, Chile and Brazil</li> <li>• Finalise assessment of study on social-development programmes in Latin American countries</li> <li>• Assistance with World Cup Cricket 2007 in the Caribbean</li> <li>• Conduct comparative analytical study on social-development programmes in Latin American countries, geared at poverty alleviation</li> <li>• Interact with CARICOM to discuss matters of co-operation</li> <li>• Co-operate on poverty alleviation programmes</li> <li>• Consolidate and co-operate on strategic issues, e.g. health, education and agriculture</li> <li>• Follow-up on Co-operation Agreements with countries in the region</li> <li>• Engage countries of the region iro Haiti, the Middle East Peace process, Iran, Iraq, UN reform, global finance politics, the Alliance of Civilisations and International Financing Facility.</li> <li>• Successful engagement and identification of specific areas where North America can contribute to strengthening South-South co-operation.</li> <li>• Follow-up on former Prime Minister Paul Martin's L20 initiative which was aimed at elevating the G20 to leadership level in order to respond more effectively to the challenges of globalisation</li> <li>• Canada's status as a G8 country and its concerns for the needs of the developing world needs to be harnessed and nurtured in the best interest of Africa in particular, and the developing world in general</li> <li>• Develop a partnership with the Diaspora</li> <li>• Follow-up on outcomes of the Diaspora Conference of March 2005.</li> <li>• Involvement in arranging the Diaspora Summit in South Africa during 2007</li> <li>• Concretise Cuba/NEPAD illiteracy projects</li> </ul>

PRIORITY	Global Governance: Politics and Security - UN Reform
Objective	<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>• Reinforce rules based multilateral approaches to problems of international peace and security.</li> <li>• Implement South Africa's national positions on UN reform through the promotion of the African Common Position on the expansion/reform of the UN Security Council.</li> <li>• Actively participate in the establishment of the Human Rights Council.</li> <li>• Participate in the operationalisation of the Peacebuilding Commission.</li> <li>• Establish regular dialogue with all nations to obtain support for SA's position on UN reform and the primacy of multilateralism.</li> <li>• Advance South Africa, as well as Africa's interests in the implementation of the 2005 World Summit Outcome.</li> </ul>
Performance Indicator	<ul style="list-style-type: none"> <li>• SA's position on multilateralism is reinforced in multilateral and bilateral fora.</li> <li>• Promote the establishment of coalitions with like-minded countries.</li> <li>• South Africa and Africa's interests are reflected in the implementation of the Summit Outcome.</li> <li>• Promoting Africa's interest in the Peacebuilding Commission.</li> <li>• Contribute to the establishment of the UN Human Rights Council.</li> <li>• Enhancement of the UN's capacity to deliver, in particular on its developmental agenda, through groups such as the NAM and Commonwealth.</li> </ul>
Critical Issues	<ul style="list-style-type: none"> <li>• Multilateralism vs unilateralism.</li> <li>• Democratisation of international institutions.</li> <li>• Concerns of developing countries in respect of the methodology of the Human Rights Council and the functioning of the Peacebuilding Commission.</li> <li>• Limitations on sovereignty through decisions of the UNSC and others.</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>

<b>Priority</b>	<b>Global Governance: Politics and Security – Middle East Peace Process</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote, through engagement with the international multilateral system, including the Non-Aligned Movement (NAM), Commonwealth, the United Nations system and elsewhere the peaceful resolution of the Middle East conflict.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Through the NAM Committee on Palestine, NAM Conferences and Summits support a sustainable internationally acceptable solution for the conflict.</li> <li>Support and promote a defined and mandated role for the UN, especially the UNSC, for the peace process in the Middle East.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Human Rights violations.</li> <li>The realisation of the objectives of the Quartet process.</li> <li>Respect for International Law.</li> <li>Self determination.</li> <li>Humanitarian assistance, reconstruction and development.</li> </ul>

<b>Priority</b>	<b>Global Governance: Politics and Security – Iraq</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promotion of the peaceful resolution to the return of 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>Inputs at UN as part of NAM Troika and member of NAM in support of sustainable, legitimate governance structures in Iraq.</li> <li>Support for a defined, mandated role for the UN in the reconstruction, development, 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>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Humanitarian assistance.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Politics and Security – Iran</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Promotion of the peaceful resolution of the Iranian nuclear issue within the statutory framework of the International Atomic Energy Agency (IAEA).</li> <li>• Consistent with South Africa's commitments to the NPT, promote the inalienable right of all States to the peaceful uses of nuclear energy as provided for under the Treaty on the Non-Proliferation of Nuclear Weapons (NPT).</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Preparations for and active participation in deliberations of the IAEA Board of Governors meetings and related interactions with key players on the issue of the implementation of NPT Safeguards in the Islamic Republic of Iran, both nationally and in the context of the Non-Aligned Movement.</li> <li>• Support ongoing dialogue and negotiations between Iran and all relevant parties with a view to securing a diplomatic solution and a long-term agreement.</li> <li>• Support all initiatives aimed at preventing a further escalation of conflict and allowing the resumption of negotiations.</li> <li>• Oppose the adoption by multilateral bodies and control regimes of any unwarranted restrictions on the rights of countries to the peaceful application of nuclear energy and access to advanced technologies.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Peaceful resolution of conflicts.</li> <li>• Inalienable right to the peaceful use of nuclear energy for States that have foregone the nuclear weapons option, as provided for in Article IV of the NPT.</li> <li>• Centrality of the IAEA as the sole internationally recognised authority responsible for the verification of safeguards and for providing assurances regarding the diversion of material to non-peaceful purposes.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Politics and Security – Terrorism</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• South Africa's participation in open debates on terrorism in the Security Council and the implementation of Security Council resolutions on terrorism, including the submission of National Reports on implementation measures to the relevant Security Council Committees.</li> </ul>
<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 and that the root causes of terrorism need to be addressed.</li> </ul>



<b>PRIORITY</b>	<b>Global Governance: Politics and Security – Weapons of Mass Destruction</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Effectively implement 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.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>Active and consistent participation in international fora dealing with disarmament and non-proliferation issues, including issues on 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.</li> </ul>
<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 in the UNSC on weapons of mass destruction in the context of terrorism.</li> <li>The increasing role of nuclear weapons in international security and the lack of progress towards nuclear disarmament.</li> <li>Striving for an anti-personnel mine free world 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), and the Certain Conventional Weapons Convention (CCW).</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Politics and Security – UN Security Council</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote South Africa's candidacy for a non-permanent seat on the UNSC.</li> <li>Promote South Africa's and Africa's interests at the UN Security Council and amongst Council members.</li> <li>Monitor and report on the work of the United Nations Security Council, in particular, in relation to the interests of the Continent.</li> <li>Monitor and report on the work of, and interact with, the Sanctions Committees of the Security Council.</li> </ul>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>South Africa's candidacy for a non-permanent seat on the UN Security Council promoted.</li> <li>South Africa's and Africa's interest promoted and kept on the agenda of the United Nations Security Council.</li> <li>Relevant stakeholders in South Africa informed about the developments with respect to implementation of Security Council Resolutions and the implementation of sanction measures.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Successful lobby action for non-permanent seat on the UNSC.</li> <li>Working with like-minded countries to continue to advance the resolution of conflicts. Within the confines of international law.</li> <li>Adequate attention to African interests at the UN Security Council.</li> <li>Appropriate support for peace efforts on the Continent.</li> </ul>



<b>PRIORITY</b>	<b>Global Governance : Politics and Security – Transnational Organised Crime</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Facilitate the fulfilment of South Africa's treaty obligations and facilitate participation in international crime fora to promote South Africa's position on organised crime (transnational organised crime, drug trafficking, vehicle trafficking and money laundering).</li> <li>• Work together with other countries for the reduction/eradication of organised crime.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• South Africa to be in a position to participate effectively in UN crime fora 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>	<ul style="list-style-type: none"> <li>• The 2006 Session of the Commission on Narcotic Drugs focusing on the issue of alternative development as a cross cutting issue.</li> <li>• The 2006 Session of the Commission on Crime Prevention focusing on the outcome of the 11<sup>th</sup> Crime Congress.</li> <li>• The 3<sup>rd</sup> Conference of the Parties to the United Nations Convention against Transnational Organised Crime.</li> <li>• South Africa will continue to be the President of the Financial Action Task Force until June 2006.</li> <li>• 1<sup>st</sup> Conference of the Parties of the UN Convention against Corruption, December 2006.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance : Politics and Security – Human Trafficking</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Facilitate South Africa's treaty obligations and facilitate participation in international crime fora to promote South Africa's position on human trafficking.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• 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 Organised Crime.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Facilitating the adoption of legislation to implement the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, supplementing the UN Convention Against Transnational Organised Crime.</li> <li>• Facilitating participation in international meetings to discuss implementation of the Protocol.</li> <li>• Participating in the activities of the UN Commission on Crime Prevention and Criminal Justice in April 2006.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Politics and Security – Kimberley Process</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• To find ways of dealing with the problem of conflict diamonds globally, in order to promote peace and security on the continent, in keeping with NEPAD.</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>• Facilitate South Africa's full participation in the KPCS standing bodies, ad hoc bodies and operations of the Kimberley Process Certification Scheme (KPCS) for rough diamonds.</li> <li>• Ensure that the issue is not regarded as an African problem only.</li> <li>• Implementation of previous Plenary decisions.</li> <li>• All South Africa's reporting obligations met within prescribed time frames.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Minimise the threat to the legitimate diamond industry and promote economic stability on the continent of Africa by ensuring that the legitimate diamond trade is not harmed.</li> <li>• Protection of the credibility and integrity of the KPCS.</li> <li>• The KPCS to make a contribution to the promotion of peace and security in Africa.</li> <li>• Supporting African diamond-producing countries through strengthened capacity.</li> <li>• Active participation in the mandated review of the KPCS.</li> <li>• Successful implementation of the peer review process.</li> <li>• Continued support to the Chair (Botswana) and the Vice Chair (European Commission) in promoting the international implementation of the KPCS. Regular assessments of pressing issues in the KPCS.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Politics and Security – Post-conflict Reconstruction</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Support countries and governments emerging from conflicts through engagement with the multilateral system.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Contributions to reconstruction and development programmes.</li> <li>• Humanitarian Assistance to affected countries.</li> <li>• Facilitate provision of military and civilian personnel to Peace Operations.</li> <li>• Facilitate capacity building and institution development.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Sustainable peace.</li> <li>• Strengthening of Democracy, Human Rights and Good Governance.</li> <li>• Allocation of sufficient resources.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Politics and Security - Humanitarian Assistance</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Promote and facilitate South Africa's humanitarian action in order to alleviate human suffering as well as to protect and assist victims during as well as after conflicts and disasters.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Contributed to the emergency relief efforts during disasters as well as to sustainable solutions to disasters.</li> <li>• Assistance rendered to the victims of these disasters in accordance with international norms.</li> <li>• Contributed to international norms that adequately address the needs of victims.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Co-ordinate and facilitate emergency relief and sustainable solutions to disasters.</li> <li>• Co-ordinate and facilitate assistance to the victims in accordance with international norms.</li> <li>• Contribute to the development of international norms that adequately address the needs of these victims.</li> <li>• Support the UN International Disaster Response Mechanism.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Politics and Security – International Law</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Enhance respect for international law and a rule based approach to international relations.</li> <li>• Contribute to the codification and formulation and progressive development of international law.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Pro-active and continuous support through the provision of legal advice and assistance to the Department and Government on all issues relating to international law.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Creation of a conducive environment for the promotion of the respect for international law.</li> <li>• Constant threats to undermine international law through unilateral action by states.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance : Political and Security – Human Rights and Implementation of Humanitarian Law</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Contribute to the development and implementation of international human rights and humanitarian law through norm and standard setting; and contribute to the promotion of democracy and good governance.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Leading role in international human rights forums maintained.</li> <li>• Regional and international community engaged with the aim of developing international human rights instruments.</li> <li>• Development of international instruments.</li> <li>• South Africa is party to and has implemented international humanitarian law instruments.</li> <li>• Inter-ministerial committee on the implementation of international humanitarian law established.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Develop Amendment Protocol to the ICESCR placing the Right to Development on par with all other human rights elaborated in the ICCPR and the ICESCR.</li> <li>• Leadership role in the development of the Convention on Disabilities with a view to its early adoption.</li> <li>• Advance the ratification of international humanitarian law instruments and ensure their effective implementation in South Africa and the Region.</li> <li>• Create an inter-departmental committee on the implementation of international humanitarian law</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – World Trade Organisation</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Focus on the challenges of the developing world through the successful and early conclusion of the WTO's Doha Development Round.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Round stays focused on development outcomes in accordance with Doha Agenda.</li> <li>• Effective participation by SA in negotiations.</li> <li>• Permanent Trade Forum (PTF) to be used as vehicle to improve departmental co-ordination and capacity building.</li> <li>• Cohesion within the different negotiating groups.</li> <li>• Common NEPAD focused African positions.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Difficulties envisaged with the conclusion of the Round by the end of 2006.</li> <li>• Lack of political will from developed countries to adhere to Doha Agenda.</li> <li>• Lack of cohesion in developing country groupings.</li> <li>• Effective co-ordination in PTF and NEDLAC.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – Participation in the G20</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>As a member of the G20 in 2007 promote progress toward achieving the MDGs in the context of the World Bank and International Monetary Fund.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>Continued promotion of a global partnership among the developed and developing countries, also in preparation for South Africa's position as Chair of the G20 in 2007.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Review of the representation, operations and strategies of the Bretton Woods Institutions</li> <li>Committed global support to reforming the BWIs.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – Global Finance - Bretton Woods Institutions (BWIs)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Work towards the democratisation of the Bretton Woods Institutions (BWIs) - World Bank and IMF - and reform of the global financial system.</li> </ul>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Progress in implementing measures to strengthen the global financial system.</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 from financial shocks.</li> </ul>

PRIORITY	Global Governance: Socio-Economic – Global Finance – Financing for Development
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Prevent the securitisation of the international development agenda.</li> <li>• Follow-up to Monterrey Consensus of the Conference on Financing for Development.</li> <li>• Facilitation of a new Common Country Assessment (CCA) and United Nations Development Assistance framework (UNDAF) agreement for the period 2007 to 2011.</li> <li>• Work towards the attainment of the MDGs and the outcomes of the UN Millennium Review 2005 Summit.</li> <li>• Successful participation in social development, population and development, UNESCO and health fora.</li> <li>• Ensure a balanced follow-up to the 2005 World Summit Outcome.</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>• Monterrey Consensus underlined as the framework for resource mobilization for the achievement of the MDGs and other development goals.</li> <li>• The needs of developing countries adequately reflected in the Monterrey follow-up conferences.</li> <li>• CCA/UNDAF strategic framework relevant to Government's transformation and development priorities.</li> <li>• South Africa's national positions to be reflected in outcome documents.</li> <li>• Focus on the social development issues in the MDGs by strengthening relations and promoting international co-operation inter alia through the G77.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Re-affirmation of the special needs of Africa following the Millennium Review 2005 Summit.</li> <li>• Africa's attainment of the MDGs by the target date.</li> <li>• Inadequate resourcing to assist developing countries reach the goals.</li> <li>• MDGs are linked to developing country opportunities to promote their own economic and social development.</li> <li>• Resource mobilisation for the achievement of the MDGs.</li> <li>• Promotion of a common plan of action for determining practical measures for the promotion of the development agenda of the South.</li> <li>• Recognising development as an indispensable foundation for a new collective security system.</li> <li>• Good and effective governance at the national and international levels in the mobilisation of resources for development.</li> <li>• The tendency to shift responsibility away from Governments onto the private sector and from developed countries to developing countries.</li> <li>• Co-ordinate inter-departmental engagement with UN funds, programmes and agencies regarding development priorities through the UN Working Group in the Economic Development Committee (EDC) of the IRPS Cluster.</li> <li>• An UNDAF that appropriately prioritises areas on which the UN should focus their programmes in South Africa.</li> <li>• Appropriate Country Co-operation Frameworks (CCF) for UN operational activities.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – North South Dialogue</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote development through engagement with countries of the North.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>Africa and NEPAD kept on agenda of countries of the North.</li> <li>Political commitments translated into concrete support and action.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Broader global focus on other regions, i.e. China, India, Eastern Europe, Middle East, etc.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-economic – Organisation for Economic Co-operation and Development (OECD)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote developing country priorities through engagement with the OECD.</li> </ul>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>SA's membership of the OECD Development Centre used to promote developmental issues.</li> <li>Effective participation in different OECD committees.</li> <li>Incremental approach toward OECD according to Cabinet instructions.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Effective participation by all relevant government institutions in different OECD forums</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – Group of Eight (G8)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Facilitate support for Africa's development and Agenda of the South through G8 engagement.</li> </ul>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>Effective participation by Southern countries in G8 meetings.</li> <li>Africa and development kept on G8 agenda.</li> <li>Africa Partnership Forum effective in keeping Africa on G8 agenda.</li> <li>Realisation of G8 undertakings since Kananaskis.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Effectively participate in APF meetings.</li> <li>Sustained commitment to Africa in 2006 and going forward. Global problems overshadowing regional priorities, including Africa's development.</li> <li>The St. Petersburg G8 meeting in July 2006 to maintain focus on Africa.</li> <li>Germany to maintain Africa focus as G8 chair for 2007</li> </ul>



<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – World Economic Forum (WEF)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Work with WEF to keep Africa on the global agenda.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Africa on agenda of WEF's Annual Meeting in Davos.</li> <li>• Promote participation by African leaders in African Economic Summit.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Global focus on other developing regions, i.e. China and India.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic : Implementation of decisions and outcomes of major socio-economic International Conferences, Integrated and co-ordinated implementation and follow-up</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Strengthen the policy and programme coherence and effectiveness of South Africa's activities in response to action plans and development goals emanating from all major UN socio-economic conferences and summits.</li> <li>• Integrated and co-ordinated implementation and follow-up to the outcomes of all major UN conferences and summits.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Exploring opportunities to advance SA's position on social development.</li> <li>• 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 MDGs and IDGs.</li> <li>• Promote the implementation of outcomes of UN Sessions and major international conferences on social development.</li> <li>• Advance international co-operation for addressing common challenges of social and cultural development.</li> <li>• Implement the provisions of the UN 2002 Special Session on Children.</li> <li>• Initiate discussions on the preparations for a Convention on the Right to Development.</li> <li>• Co-ordinated action within the African Group and other stakeholders to advance the African priorities and common positions with respect to World Conference on Human Rights (Vienna, 1993).</li> <li>• Follow-up and effective implementation of the DDPA of the World Conference Against Racism, Racial Discrimination, Xenophobia and Related Intolerance (WCAR).</li> <li>• Contributed to development-focused outcomes to the international debates on migration as well as the UNGA High-level Dialogue on Migration and Development.</li> </ul>



### Critical Issues

- Building and advocating an integrated and co-ordinated response to the outcomes of all the major UN conferences and summits paying attention to common themes, goals and commitments.
- Monitoring deadlines and advising other line departments when and how to respond to the UN system in terms of reporting obligations.
- Disseminating developments in multilateral fora and keeping all stakeholders informed about such developments.
- 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.
- 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.
- Children's Rights are effectively protected globally and nationally.
- Create an international, legally binding instrument for the Right to Development.
- Facilitate the fulfilment of South Africa's treaty obligations (CERD, CAT, HRC, CRC, CEDAW).
- Promote a development-based approach to international migration by contributing to outcomes that serves the developmental needs of developing countries during international debates on migration as well as the UNGA High-level Debate on Migration and Development

PRIORITY	Global Governance: Socio-Economic -
Objective	<ul style="list-style-type: none"> <li>• Strengthen the policy and programme coherence and effectiveness of South Africa's activities in response to action plans and development goals emanating from all major UN socio-economic conferences and summits.</li> <li>• Integrated and co-ordinated implementation and follow-up to the outcomes of all major UN conferences and summits.</li> </ul>
Performance Indicator)	<ul style="list-style-type: none"> <li>• Exploring opportunities to advance SA's position on social development.</li> <li>• 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 MDGs and IDGs.</li> <li>• Promote the implementation of outcomes of UN Sessions and major international conferences on social development.</li> <li>• Advance international co-operation for addressing common challenges of social and cultural development.</li> <li>• Implement the provisions of the UN 2002 Special Session on Children.</li> <li>• Initiate discussions on the preparations for a Convention on the Right to Development.</li> <li>• Co-ordinated action within the African Group and other stakeholders to advance the African priorities and common positions with respect to World Conference on Human Rights (Vienna, 1993).</li> <li>• Follow-up and effective implementation of the DDPA of the World Conference Against Racism, Racial Discrimination, Xenophobia and Related Intolerance (WCAR).</li> <li>• Contributed to development-focused outcomes to the international debates on migration as well as the UNGA High-level Dialogue on Migration and Development.</li> </ul>

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- Building and advocating an integrated and co-ordinated response to the outcomes of all the major UN conferences and summits paying attention to common themes, goals and commitments.
- Monitoring deadlines and advising other line departments when and how to respond to the UN system in terms of reporting obligations.
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- 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.
- 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.
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- Promote a development-based approach to international migration by contributing to outcomes that serves the developmental needs of developing countries during international debates on migration as well as the UNGA High-level Debate on Migration and Development.

PRIORITY	Global Governance: Socio-Economic - Implementation of major Socio-Economic International Conferences including MDGs
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Promote a balanced implementation of the 2005 World Summit Outcome.</li> <li>• Prevent the securitisation of the international development agenda.</li> <li>• Promote implementation of the Millennium Declaration and the achievement of the Millennium Development Goals.</li> <li>• Promote the implementation of the Monterrey Consensus.</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>• Reaffirm the General Assembly's key role in the development agenda.</li> <li>• Progress on market access/agricultural subsidies.</li> <li>• The role and powers of the UN Economic and Social Council (ECOSOC) enhanced through reforms emanating from the Millennium Review Summit.</li> <li>• Development aspects of Millennium Review Summit recognised and taken forward effectively.</li> <li>• Implementation of action plans of major international conferences.</li> <li>• Development and improved effectiveness of IBSA.</li> <li>• Successful participation in social development, population and development, UNESCO and health fora.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Maintenance of multilateralism in the development agenda.</li> <li>• Implementation of development priorities.</li> <li>• A conducive environment for the implementation of conference outcomes.</li> <li>• Challenge to enhance the role of the General Assembly as the only democratic body of the UN, and ECOSOC as the elected organ of the General Assembly, to deal with development issues.</li> <li>• ECOSOC's role providing overall oversight, co-ordination and guidance for operational development programmes and funds on a system-wide basis reinforced.</li> <li>• ECOSOC reform concentrates on the implementation of all internationally agreed development goals.</li> <li>• Danger of defining development challenges in security terms and treating them as threats.</li> <li>• Ensuring that the focus decided upon by the African States is prioritised.</li> <li>• Recognition of the increasing importance of co-operation, co-ordination and harmonisation within the UN system.</li> <li>• Increasing resource flows to assist developing countries reach the MDGs.</li> <li>• Working closely with relevant line departments, multilateral business units and the UN Country Team to develop coherent responses to the reviews and appraisals of the major UN conferences.</li> <li>• South African participation in the Initiative Against Poverty and Hunger.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance : Socio-Economic : World Summit on Sustainable Development (WSSD) and follow-up to the Johannesburg Plan of Implementation (JPOI)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• WSSD follow-up.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Contribute to the follow-up of JPOI.</li> <li>• Contribution to the National Strategy for Sustainable Development.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Meeting JPOI targets especially in the field of energy development.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance : Socio-Economic – Commission on Sustainable Development (CSD 14)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Effective participation in the 14<sup>th</sup> Session of the Commission on Sustainable Development (CSD14)</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Contribute to South Africa's participation in CSD14.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Consider practical measures and options in the areas of energy for sustainable development; Air Pollution/ Atmosphere; Climate Change and Industrial Development.</li> <li>• Ability to maintain political commitment in Africa to the practical implementation of the Johannesburg outcomes.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – Beijing+10</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Facilitate effective domestic and international implementation of the outcomes of Beijing and its review processes.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Promote the full implementation of the Beijing+10 resolutions and recommendations.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Follow-up on Beijing+10 outcome and Millennium Declaration.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance : Socio-Economic – Economic, Social and Cultural Rights</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Promote and strengthen economic, social and cultural rights to place them on par with all other human rights</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>Operationalisation of the Right to Development as a human right.</li> <li>Promotion of economic, social and cultural rights as rights on par with all other human rights.</li> <li>Prioritisation of the promotion and enhancement of the enjoyment of all human rights by vulnerable groups and people with disabilities.</li> <li>Adopt an optional protocol to the International Covenant on Economic, Social and Cultural Rights (ICESCR) which provides for a complains mechanism.</li> <li>Support for the recognition and full implementation of all human rights i.e. civil, political, economic, social and cultural rights, including the right to development.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Ensuring that the universal acceptance of the justifiability of economic, social and cultural rights is promoted and enhanced.</li> <li>Advancing the implementation of Human Rights conventions, declarations and protective systems.</li> <li>Mobilise support among States and the international human rights community to recognise Economic, Social and Cultural rights on par with all human rights.</li> <li>Work towards the universal realisation of the ‘right to development’.</li> <li>Address the inconsistencies and inequalities between the ICESCR and ICCPR.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – Square Kilometre Array (SKA)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Support bid for Square Kilometer Array (SKA).</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>Promote the South African bid for the SKA.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Bid forms part of research and development strategy.</li> <li>S&amp;T capacity building.</li> <li>Injection of expertise and economic activity in Northern Cape.</li> <li>Increase SA’s expertise pool and build upon SA’s current technology base and space facilities.</li> <li>SA’s suitability as host for major astronomy projects and suitability of location.</li> <li>SA competing with Australia, China and Argentina to host SKA.</li> <li>Contribution to planned African space initiative as part of NEPAD Programmes.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic - Tourism, Trade and Investment Promotion</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Facilitate Tourism, Trade and Investment Promotion.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Co-ordinated implementation of the International Tourism Growth Strategy (ITGS) by DFA and the Department of Environmental Affairs and Tourism (DEAT).</li> <li>Strengthened economic ties through increased trade and investment activity.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Establishing closer co-operation with DEAT, SA Tourism, the Tourism Business Council of South Africa (TBCSA) and SAA on matters related to tourism promotion and through the DFA-led Tourism Working Group.</li> <li>Strengthening capacity at missions and at Head Office in terms of promotion of tourism, trade and investment.</li> </ul>

<b>PRIORITY</b>	<b>Global Governance: Socio-Economic – Environment</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>UN Framework Convention on Climate Change (UNFCCC) and Kyoto Protocol: Work towards the strengthening of global efforts to mitigate and adapt to the effects of climate change.</li> <li>Preparation of South Africa's Continental Shelf Claim.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>Discussion on future commitments beyond 2012; implementation of decisions to make Kyoto Protocol fully operational; improvement and strengthening of Kyoto mechanisms; launch of process to set direction for an innovative future global approach to climate change.</li> <li>Meetings with Namibia and Mozambique to discuss maritime boundaries.</li> <li>Submission of claim to the United Nations Commission on the Limits of the Continental Shelf by 2009.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>Operationalisation of Kyoto Protocol.</li> <li>Parties to Protocol have a clear accountability regime.</li> <li>Clean Development Mechanism (CDM) funded.</li> <li>Joint Implementation to meet emission reduction commitment.</li> <li>Compliance regime agreement; SA elected to Compliance committee.</li> <li>Adaptation to climate change impacts.</li> <li>Additional guidance to Global Environment Facility (GEF).</li> <li>Mounting pressure on China, India, Brazil and SA regarding commitment to emission reduction.</li> <li>Reach agreement on lateral maritime boundaries with Namibia, Mozambique and France.</li> </ul>

<b>PRIORITY</b>	<b>Bilateral Relations: Africa</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Strengthening of Bilateral Relations in Africa</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>• Opening of New Missions</li> <li>• Strengthening of bilateral relations</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Establish new diplomatic representations in Burkina Faso, Benin, Niger and Guinea-Bissau during the financial year.</li> <li>• Implementation of structured bilateral mechanisms between South Africa and Senegal, Mali, Ghana, Nigeria, Guinea, Gabon, Republic of Congo, Equatorial Guinea and Chad</li> <li>• Conclusion of outstanding agreements between South Africa and countries of East Africa</li> <li>• Launch of joint bilateral commissions between South Africa and Kenya and Sudan. In addition, launch of JEC between South Africa and Uganda</li> <li>• Opening of satellite mission in Juba, Southern Sudan</li> </ul>

<b>PRIORITY</b>	<b>Bilateral Relations: North American Countries</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Strengthen bilateral relations with countries in the developed world</li> </ul>
<b>Performance indicators</b>	<ul style="list-style-type: none"> <li>• Engagement with new government in Canada to secure continuation of commitments made under the Liberal government, eg keep Canada to its previous commitment to double its current ODA levels by 2008/9</li> <li>• Ensure that Africa and the NEPAD remains on the foreign policy agenda in Canada</li> <li>• Create awareness around the Canada Investment Fund for Africa (CIFA), a facility under the Canada Fund for Africa, which is aimed at providing support for entrepreneurship in Africa, especially in the area of ITC development.</li> <li>• Engage new government re their views on Canada's continued contribution to peacekeeping efforts in the Sudan and other conflict areas in Africa.</li> <li>• Pursue Canada's offer to assist/partner SA in peacekeeping operations in Africa</li> <li>• Co-operate with the USA on matters of mutual interest, including sharing financial intelligence for the reduction of crime</li> <li>• Continue to harness support for peacekeeping in Africa and the developing world.</li> </ul>



<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Strengthen co-operation with the US on supporting AU positions &amp; programmes relating to peace and stability on the African Continent and in the context of the Bush-Mbeki Summit (April 2005)</li> <li>• Consolidate SA-Canada political relations and seek to diversify trade links with Canada</li> <li>• Facilitate the implementation of commitments of Portugal iro tourism capacity building for unemployed graduates for 2010 Soccer World Cup</li> </ul>
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<b>PRIORITY</b>	<b>Bilateral Relations: Mexico, Central America, the Andean Community and the Caribbean</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Foster sound bilateral relations with countries in the developing world</li> </ul>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>• Substantive relations established and growing with countries in the developing world</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Actively support bilateral trade and investment between South Africa, Mercosur and the countries of Mexico, Central America, the Andean Community and the Caribbean.</li> <li>• Promote bilateral relations with the countries of Mercosur Mexico, Central America, the Andean Community and the Caribbean</li> <li>• Facilitate and provide support to the proposed opening of a SA mission in Trinidad and Tobago</li> <li>• Facilitate and support the proposed opening of Jamaica's mission in Pretoria</li> <li>• Access to Latin American markets and improve South African exports to the region.</li> </ul>

<b>PRIORITY</b>	<b>Bilateral Relations: Asia</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Strengthen bilateral relations with countries in Asia, including through Structured Bilateral Fora, e.g. JMCs, BNCs, Partnership Forums, SOMs, etc.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Substantive deepening of relations as reflected by high-level visits and growth in trade, investment and cultural exchanges.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Increase in trade with and investments from Asian countries into South Africa, particularly in SMMEs and IDZs.</li> <li>• Increase in tourism from Asian countries to South Africa.</li> <li>• Enhance co-operation with Asian countries to augment HRD programmes in South Africa.</li> </ul>

<b>PRIORITY</b>	<b>Bilateral Relations: Gulf States</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Ensure increased direct investment by Gulf States in South Africa</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Increase in investments by economies in the Middle East in South Africa, in infrastructure development programmes, in line with the ASGISA priorities.</li> <li>• Increased involvement by Arab and Muslim Development funds in South African economy</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Interaction with the Kuwait Fund, Saudi Development Fund and the Islamic Development Bank</li> <li>• Foster relations with OIC</li> <li>• Arrange workshop involving South African Private and Public Sector with the aim to develop a joint strategy</li> </ul>

<b>PRIORITY</b>	<b>Bilateral Relations: Europe</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Strengthen SA-EU relations</li> </ul>
<b>Performance Indicators</b>	<ul style="list-style-type: none"> <li>• Stakeholders engaged and recommendations made.</li> <li>• Apart from trade chapters, review of the TDCA completed by November 2006.</li> <li>• Full implementation of TDCA completed by November 2006.</li> <li>• Successful JCC.</li> <li>• Advantages of TDCA explained to SA business and to new EU members.</li> <li>• Inputs made re proposed EU Strategy for SA.</li> <li>• High level political dialogue, expanded direct investment and trade relations.</li> <li>• Create linkages between South African, African and foreign investors in Europe resulting in FDI.</li> <li>• Increased tourist arrivals from Europe.</li> </ul>

**Critical issues**

- It is critical that the EU buy into ASGISA, especially its support for SMMEs, technology transfer and skills development.
- Critical for national departments to buy into process and co-operate with EU partners.
- Review and Full Implementation of TDCA should be completed.
- Central and Eastern Europe not aware of opportunities of TDCA.
- Critical to decide what SA wants to have out of Strategic Partnership with the EU its level, mechanisms, structures and content.
- Direct development assistance to the region now that SA does not qualify for assistance due to developmental status.
- Obtain assistance and funding from European countries for development of management policies, capacity building and trilateral co-operation.
- Co-ordinate 2<sup>nd</sup> Study Visit to EU on Structural and Cohesion Funds for adaptability in SA's 2<sup>nd</sup> economy into ASGISA.
- Facilitate and co-ordinate the Review of the TDCA.
- Facilitate Full Implementation of the TDCA.
- Ensure successful Ministerial Joint Co-operation Council in November 2006.
- Market SA as reliable trading partner in co-operation with Central and Eastern Europe.
- Promotion of good relations with the EU and participation in structured dialogue in pursuit of SA's objectives.
- To expand political and economic relations with especially Russia, Turkey and Poland.

**PRIORITY****Bilateral Relations: Multilateral Co-operation****Objective**

- Promote multilateral co-operation on key issues at a bilateral level.
- Engage and lobby like-minded countries in the region in promoting a multilateral, rules-based approach to global politics.
- Employ bilateral channels and programme discussions in support of SA's positions on specific multilateral issues.

**Performance Indicator**

- Identify and liaise with local Embassies as well as stakeholders in Missions abroad towards achieving South Africa's multilateral goals and objectives.

<b>PRIORITY</b>	<b>Bilateral Relations : Global Socio-Economic Issues</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Promote multilateral co-operation on key issues</li> <li>• Conduct comparative analytical study on social-development programmes in Latin American countries, geared at poverty alleviation.</li> <li>• Interact with CARICOM to discuss matters of co-operation.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Promote discussions on poverty eradication through relevant channels such as IBSA, G77 etc</li> <li>• Finalise assessment of study on social-development programmes in Latin American countries.</li> <li>• Assistance with World Cup Cricket 2007 in the Caribbean.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• To co-operate on poverty alleviation programmes.</li> </ul>

<b>PRIORITY</b>	<b>Bilateral Relations : Global Socio-Economic Issues</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• To keep Canada at least to its previous commitment to double its current ODA levels by 2008/9.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Engagement with new government to secure continuation of commitments made under the Liberal government.</li> <li>• To ensure that Africa and the NEPAD remains on the foreign policy agenda in Canada</li> <li>• To create awareness around the Canada Investment Fund for Africa (CIFA), a facility under the Canada Fund for Africa, which is aimed at providing support for entrepreneurship in Africa, especially in the area of ITC development.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• NONE</li> </ul>

<b>PRIORITY</b>	<b>Provide efficient and effective support service: Information Service by Treaty and Information Management Section in the OCSLA (IL).</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Management of the complete treaty collection and rendering of a library and information service specialising in international and South African law.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Active library and treaty collection on Intranet.</li> <li>• Full text treaties on DFA web site.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Funds.</li> <li>• IT support.</li> <li>• Electronic availability of treaty list, full text treaties and library collection.</li> </ul>

<b>PRIORITY</b>	<b>Provide efficient and effective support service: Domestic law matters</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Render legal advice in respect of South African law concerning departmental issues.</li> </ul>
<b>Performance indicator</b>	<ul style="list-style-type: none"> <li>• Accurate and timely legal advice.</li> </ul>
<b>Critical issues</b>	<ul style="list-style-type: none"> <li>• Adherence to legal norms and prescripts by the Department</li> </ul>

<b>PRIORITY</b>	<b>Provide an effective support service: Public diplomacy</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Projection of a positive image of SA.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Positive image established.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Facilitate the participation of SA in the Venice (Architectural) Bienalle in September 2006.</li> <li>• Facilitate the participation of SA in international film festivals and other major arts and culture events.</li> </ul>

<b>PRIORITY</b>	<b>Provide an effective support service: State Visits</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Provide an effective visit management system</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Approved visit management policy and plan</li> <li>• Adherence to visit management guidelines</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Increased visits versus capacity constraints and resource limitations</li> <li>• Ability to develop and implement visits' logistics plans at short notice</li> <li>• A need to lobby all stakeholders to appreciate the value of forward planning when preparing for visits</li> <li>• Establishing best practice and international benchmarks</li> </ul>

<b>PRIORITY</b>	<b>Provide an effective support service: Ceremonial events</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Provision of an effective ceremonial events management system</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Approved events management policy/plan</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Increased requests for assistance in managing events versus resource constraints</li> <li>• Skills development and protocol training</li> <li>• Establishing international best practice and benchmarks</li> </ul>

<b>PRIORITY</b>	<b>Provide an effective support service: International conferences</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Provide an effective conference management policy/plan</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Approved project implementation plan</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Increased requests for assistance versus capacity constraints Skills development and protocol training</li> </ul>

<b>PRIORITY</b>	<b>Provide an effective support service: Diplomatic accreditation regulatory system</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Ensure diplomatic accreditation management process of foreign representation in South Africa</li> <li>• Provide an effective accreditation process for South African Heads of Mission abroad</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Optimised accreditation process meeting lead time targets</li> <li>• Refined diplomatic accreditation management policy , procedures and guidelines</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• A need to continue to shorten the accreditation lead times</li> <li>• Completion of the Interactive Diplomatic Website and institute change management process in the Branch</li> </ul>

<b>PRIORITY</b>	<b>Provide an effective support service: Diplomatic communication</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Ensure an effective diplomatic information system</li> <li>• Facilitate effective intergovernmental liaison</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Reliable diplomatic database</li> <li>• Established and effective intergovernmental coordinating mechanism</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Aligning provincial international activities with Departmental priorities</li> </ul>

<b>PRIORITY</b>	<b>Provide an effective support service: Logistics Management</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Ensure an effective State Protocol Logistics Management System</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Refurbished State Protocol Lounge</li> <li>• Acquisition of a New Guesthouse</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Continuation of the renovations of the State Protocol Lounges and staff training</li> <li>• Identifying a suitable site and property to serve as the Guesthouse satisfying the security requirements</li> </ul>

<b>PRIORITY</b>	<b>To provide efficient and effective communication support services: Public diplomacy</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• To communicate an understanding of South Africa's foreign policy goals, positions, achievements and programmes at home and abroad.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Ensure the development and implementation of a communication strategy</li> <li>• Provide in-depth media research, analysis, speeches and information management for the Ministry and the Department.</li> <li>• Author pro-active and re-active media strategies.</li> <li>• Promote a positive image and branding of the country at home and abroad.</li> <li>• Develop and distribute multimedia products.</li> <li>• Produce and distribute effective, quality publications for internal and external consumption.</li> <li>• Provide 24 hours early warning and monitoring service on international developments as well as logistical support.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Establishing media analysis and market research capacity.</li> <li>• Delivery on the web portal against set deadlines.</li> <li>• Implement identified measures to improve internal communications within the Department.</li> <li>• Continue with the Departmental <i>Imbizo</i> programme.</li> <li>• Foster better working relations with Branches in the Department.</li> </ul>

<b>Priority</b>	<b>Provide efficient and effective Consular Services</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Provide consular, legalisation and agency services.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Provision of consular, legalisation and agency services in line with policy, practice and standards stipulated in the Consular Service Delivery Charter.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Further develop, implement and maintain the Consular Management System (CMS)</li> <li>• Operationalise the Rapid Response Team to deal with consular emergencies.</li> </ul>

<b>Priority</b>	<b>Provide efficient and effective support services: Corporate Governance</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Enhance the Corporate Governance Model within the Branch.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>The Corporate Services' Business Plan implemented, monitored and guided according to schedule.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Monitoring and evaluation of Management communication throughout the Branch.</li> <li>Implementation of a Branch Service Delivery Charter.</li> <li>Intensify the implementation of PMDS throughout the Branch.</li> <li>Enhance the implementation of the Decentralisation of Corporate Services to the clients.</li> <li>Improvement of CS management of missions.</li> <li>Ensure the implementation of the Department's ICT infrastructure upgrade.</li> </ul>

<b>Priority</b>	<b>Provide efficient and effective support services: New Head Office Building</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Acquire a new Head Office Building in Pretoria.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Commence the construction of a new Head Office Building in conjunction with other role-players.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Appoint a Preferred and Reserve Bidder.</li> <li>Conclude a PPP concession agreement.</li> <li>Reach financial close.</li> <li>Commence building construction.</li> </ul>

<b>PRIORITY</b>	<b>Provide Efficient and Effective Support Services: Information Communication</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>Modernise the Department's Information Communication Technology &amp; ensure its optimum use</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>Implementation of the Master Systems Plan.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>Implement a converged global network infrastructure (VoIP).</li> <li>Implement Business Intelligence and Data Warehousing.</li> <li>Complete a workflow for Dip Immunities &amp; Privileges and Consular &amp; Agency Services.</li> <li>Migration of Unix and Windows NT to Windows 2003 Active Directory.</li> <li>Implement an Operational Service Delivery Model – MOF.</li> <li>Implement a Seat Management Service for the Department.</li> <li>Develop ICT strategy for the new Head Office building.</li> </ul>



<b>PRIORITY</b>	<b>Provide Efficient and Effective Support Services: Minimum Information Security Standards (MISS)</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Ensure compliance with the Minimum Information Security Standards (MISS) and security policy requirements</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Compliance with MISS and security regulations, resulting in a reduction of security breaches.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Development and implementation of a security strategy and implementation of security policies.</li> <li>• Promote security awareness/consciousness.</li> <li>• Streamline vetting processes.</li> <li>• Reinforcement of a comprehensive access control system.</li> <li>• Focus on information security and mission security.</li> <li>• Development of a relocation plan to the new Head Office building.</li> </ul>

<b>PRIORITY</b>	<b>Provide Efficient and Effective Support Services: Effective infrastructure and accommodation</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Provide cost effective infrastructure and accommodation to support the work of the Department.</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• DFA property needs addressed in a cost-effective way.</li> <li>• Property Management Plan compiled and approved.</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Facilitate the passage of the Foreign Property Bill.</li> <li>• Facilitate the conclusion of a Service Level Agreement with the Department of Public Works.</li> <li>• Develop asset acquisition strategy and implementation plan based on the feasibility study report.</li> <li>• Property acquisition projects: (a) Construction: Addis Ababa, Maseru, Abuja, Dar es Salaam, Kigali, Mbabane, Lilongwe (b) Acquisition Brussels, Tokyo, New Delhi, Beijing, Gaborone, Nairobi, Ouagadougou (c) Refurbishment: Washington.</li> <li>• Disposal of properties in Namibia, Malawi, Madeira, Germany and Switzerland.</li> <li>• Develop and implement a Maintenance Strategy for all State-owned property abroad.</li> <li>• Capacitate the function by finalising the restructuring of the Facilities Management Chief Directorate.</li> </ul>

<b>PRIORITY</b>	<b>Provide Efficient and Effective Support Services: PFMA</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Implement financial systems reforms in line with the PFMA</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Compliance with the provisions of the PFMA</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Effective management of debtors.</li> <li>• On-line expenditure reporting from missions.</li> <li>• Audit and preparation of financial statements.</li> <li>• Develop and implement policies and procedures.</li> <li>• Implementation of the Supply Chain Management Framework.</li> <li>• Management of Departmental assets.</li> <li>• Co-ordinate the rollout of the Fraud Awareness Plan to all branches and missions.</li> </ul>

<b>PRIORITY</b>	<b>Provide Efficient and Effective Support Services: Financial Resources</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Strategic allocation of financial resources</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Budget deviation within 2% as prescribed by PFMA</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Budget allocation based on costed business plans.</li> <li>• Mid-Term Review of budget allocated.</li> <li>• Monthly review meeting of expenditure reports.</li> <li>• Strict cash flow management.</li> </ul>

<b>PRIORITY</b>	<b>Provide quality HR Management and Development Services to attract, develop, nurture and retain skilled employees in the Department</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Facilitate the creation of an organizational environment that is conducive to growth, development and performance of DFA employees</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• Shared understanding of DFA values</li> <li>• Implementation strategy on the outcomes of the culture and climate survey</li> <li>• EE plan agreed</li> <li>• Labour Relations Strategy developed</li> <li>• Talent Management Strategy in place</li> <li>• Integrated Employee Wellness Programme established</li> <li>• Performance Management entrenched</li> <li>• Effective management of LRP</li> <li>• Diversity Management programmes</li> <li>• Service delivery charter adopted</li> <li>• Skills Development Plan implemented (H/O and Missions)</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Management buy-in and support</li> <li>• Stakeholder participation</li> <li>• Effective communication strategy</li> <li>• Integrated and co-ordinated HR systems and processes</li> <li>• Integrated HR IT system</li> <li>• Effective management and co-ordination of HR policies</li> <li>• Leadership and Management Development</li> <li>• Mentorship and coaching strategy</li> <li>• HIV and AIDS workplace programme</li> </ul>

<b>PRIORITY</b>	<b>Provide quality HR Management and Development Services to attract, develop, nurture and retain skilled employees in the Department</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Facilitate the acquisition and effective utilisation of Human Capital into DFA</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• A robust recruitment, selection and placement strategy</li> <li>• Fill vacancies with competent people</li> <li>• Talent pool in place</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Review selection strategy</li> <li>• Effective screening for placements abroad</li> <li>• Support programmes for employees and their families at Missions</li> <li>• Internship and Cadet Programmes</li> <li>• Employer Brand</li> <li>• Market DFA to potential employees</li> <li>• Forge partnerships with feeder institutions/organisations</li> <li>• Application of competency assessment results for other HR processes</li> </ul>

<b>PRIORITY</b>	<b>Provide quality HR Management and Development Services to attract, develop, nurture and retain skilled employees in the Department</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Effective remuneration system for employees abroad</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• New Foreign Service remuneration package (FSD)</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Procurement of consultants</li> <li>• International benchmarking</li> <li>• Successful implementation of the new system</li> <li>• Communication to employees</li> </ul>

<b>PRIORITY</b>	<b>Provide quality HR Management and Development Services to attract, develop, nurture and retain skilled employees in the Department</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Enhance visibility of the FSI by improving and promoting its image and reputation nationally and internationally</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• More visible and reputable FSI</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Availability of FSI marketing strategy</li> <li>• Collaboration with stakeholders and role-players</li> <li>• Effective communication strategy</li> </ul>

<b>PRIORITY</b>	<b>Provide quality HR Management and Development Services to attract, develop, nurture and retain skilled employees in the Department</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Facilitate training that is responsive to Departmental needs and Legislative requirements</li> </ul>
<b>Performance Indicator</b>	<ul style="list-style-type: none"> <li>• More focus on Economic Diplomacy in the FSI training programmes</li> <li>• Increase in the number of French speaking officials</li> <li>• Improved English Language proficiency</li> <li>• Existence of a functional Research Unit and research output</li> <li>• Generic Training conducted in line with skills audit outcomes</li> <li>• Existence of a Quality Management System</li> </ul>
<b>Critical Issues</b>	<ul style="list-style-type: none"> <li>• Alignment of training programmes to the DFA training needs</li> <li>• Alignment to the National Qualifications Framework</li> <li>• Capacitate the Directorates Quality Assurance and Research and Development</li> <li>• Establishment of a Quality Management System</li> <li>• Co-ordination of training (internally and externally)</li> <li>• Maintaining co-operation between the French Government and DFA</li> </ul>

## SECTION 3 : RESOURCE ALLOCATIONS PER DEPARTMENTAL PROGRAMME

PROGRAMME 1: ADMINISTRATION	BUDGET ALLOCATION (R million)		
	2006/07	2007/08	2008/09
	R662 550	R838 873	R836 853
PROGRAMME OBJECTIVES	PERFORMANCE MEASURE/INDICATORS		
Provide for the development, promotion and coordination of foreign policy and international relations programmes	<ul style="list-style-type: none"> <li>• Develop DFA strategic and business plans</li> <li>• Facilitate management processes for decision-making</li> <li>• Research and analysis of key policy issues</li> <li>• Biannual review of global trends and developments</li> </ul>		
Ensure that all policies, systems and procedures conform to applicable legislation and meet the needs of clients	<ul style="list-style-type: none"> <li>• Policies developed and amended in terms of legislation</li> <li>• Management and staff feedback and satisfaction with policy applications</li> <li>• Review submissions</li> <li>• Communicate and implement Cabinet decisions</li> <li>• Inform Cabinet on international issues</li> </ul>		
Ensure adequate controls and monitoring mechanisms for effective, efficient and authorised use and protection of all resources	<ul style="list-style-type: none"> <li>• Conduct mid-term and annual reviews</li> <li>• Performance reports per business unit</li> <li>• Annual Report of DFA published</li> <li>• Unqualified audit reports</li> </ul>		
Provide real-time financial, procurement, ICT, management and other support services to business units, thereby enabling delivery of foreign policy objectives	<ul style="list-style-type: none"> <li>• Real-time information available across international networks</li> <li>• ICT Plan developed and implemented</li> <li>• Assets Management strategy developed and implemented</li> <li>• Strategy for improving management systems implemented</li> </ul>		
Provide efficient, effective and excellent Consular Services	<ul style="list-style-type: none"> <li>• Further develop, implement and maintain the Consular Management System (CMS)</li> <li>• Operationalise the Rapid Response Team to deal with consular emergencies.</li> </ul>		

<p>Facilitate the acquisition, maintenance, refurbishment, rental and disposal of properties abroad</p>	<ul style="list-style-type: none"> <li>• Development of the Foreign Property Act. Strategy for acquisition of foreign properties developed, approved and implemented</li> <li>• A plan for the maintenance and/or refurbishment of all South African missions developed and implemented</li> <li>• All processes within budget</li> </ul>
<p>Modernise the Department's Information Communications Technology and ensure its optimum use.</p>	<ul style="list-style-type: none"> <li>• Implement the projects (a) converged global network infrastructure, (b) business intelligence and data warehousing, (c) business process management, and (d) upgrade to Windows 2003 Active Directory server.</li> <li>• Implementation of strategic Operations Framework.</li> <li>• Implementation of a Seat Management Service for the department. ICT Strategy for the new Head Office Building. Global implementation of e-learning.</li> </ul>
<p>Provide quality HR Management and Development Services to attract, develop, nurture and retain skilled employees in the Department</p> <p>Provide an independent, objective assurance activity designed to add value to and improve the Department's operations by bringing a systematic and disciplined approach to the evaluation and improvement of the effectiveness of risk management, control and governance processes</p>	<ul style="list-style-type: none"> <li>• HR Plan developed and implemented</li> <li>• More visible and reputable FSI</li> <li>• Strategy for improving HR management systems implemented</li> <li>• A robust recruitment, selection and placement strategy</li> <li>• Three-year rolling Strategic Internal Audit Plan and operational plan for 2006/07 prepared and implemented. Internal audits as identified in the Operational Plan conducted and reports to management delivered.</li> <li>• Audit Committee convened in accordance with PFMA requirements.</li> </ul>



PROGRAMME 2: FOREIGN RELATIONS	BUDGET ALLOCATION (R million)		
	2006/07	2007/08	2008/09
	R1,790 040	R1,901 697	R2,044 630
PROGRAMME OBJECTIVES	PERFORMANCE MEASURE/INDICATORS		
Strengthen the African Union and its structures	Operationalise the remaining organs of the AU Commence the process of the new permanent building for the PAP Alternative sources of funding identified		
Support the decisions of the PSC	Support AU peace missions		
Provide capacity for the implementation of NEPAD programmes	Developed National Strategy for Nepad programmes		
Operationalise SADC and its structures	Finalise the implementation of restructuring process. Work out alternative financing mechanisms of SADC Implementation of the RISDP Second South Africans as appropriate Implement SADC Protocol on the Free Movement of People Implement SADC Trade Protocol		
Harmonise the RECs			
Operationalise the African Peer Review Mechanism	Facilitate South Africa's review process.		
Participate in selected UN peace-keeping operations	Regional, sub-regional, and national mechanisms to deal with human crisis situations Attracting foreign direct investment and increasing number of trading opportunities		
Effective multilateral relations	Work towards securing support for UN Security Council candidature. Finalise the ratification of the United Nations Conventions		
Strengthen and expand presence in Africa	Opening of new Missions		

Promote peace, security and stability in the Continent	Facilitate SA's participation in peace building efforts Engagement in post-conflict reconstruction and development
Strengthen bilateral and economic relations	Joint bilateral commissions and agreements concluded Increased FDI and tourism Increased volumes of trade
Promote Africa-Asia solidarity	Implementation of the NAASP Active participation in the FOCAC
Strengthen sub-regional organisations within the Indian Ocean Rim.	Establishment of an IOR Secretariat
Review of the SA-EU TDCA	Finalisation of the review in November 2006
Participate in the negotiations for the Economic Partnership Agreements (EPAs)	Harmonisation of the EU-SADC EPAs
Strengthen relations with the new EU 10	Increased co-operation, high-level political dialogue, expanded direct investment and trade relations
Finalise strategy of engagement with Eastern Europe Promote economic development Support peace process in Middle East	Expansion of political and economic relations Successful negotiations of agreements with EU, SACU, and other economic development organisations involving South Africa and Africa Stability between Israel and Palestine Stability in Iraq Stability in Iran
Increased foreign representation	New missions opened in Asia and Middle East

PROGRAMME 3: PUBLIC DIPLOMACY & PROTOCOL SERVICES	BUDGET ALLOCATION (R million)		
	2006/07	2007/08	2008/09
	R116 029	R116 086	R122 141
PROGRAMME OBJECTIVES	PERFORMANCE MEASURE/INDICATORS		
Build and project a positive image of South Africa abroad	Roll out of Brand SA, through SA missions		
Promote a positive image of the programmes of the Ministry and the Department at home and abroad	Tourism promotion Media liaison Product development Speech writing, research and web development Content Development 24-hour Operational Services		
Implement interactive diplomatic website	Regulation of diplomatic community accredited to SA		
State protocol services to Government	Number of programmes for incoming and outgoing visits		
Protocol services to accredited missions and organisations in SA	Agreements , registrations, service facilitation, diplomatic accreditation etc		
Services to the National Council of Provinces (NCOP), provincial and local government, and National Assembly	Qualitative and accurate advice and information provided to all spheres of Government		

PROGRAMME 4: INTERNATIONAL TRANSFERS	BUDGET ALLOCATION (R million)		
	2006/07	2007/08	2008/09
	R473 530	R552 707	R641 914
PROGRAMME OBJECTIVES	PERFORMANCE MEASURE/INDICATORS		
Payment of membership fees to international organisations	Membership fees and contributions paid in time		

TOTALS (R million)		
2006/07	2007/08	2008/09
R3,042 149	R3,409 363	R3,645 538