

PART THREE

SECTION 1: ASSET MANAGEMENT PLAN

EXECUTIVE SUMMARY

It is a priority of the Department to meet its accommodation and infrastructure needs effectively. The Department operates both in South Africa and in various centres abroad. Besides providing for its own needs, the Department is also responsible for providing the same accommodation and infrastructure for partner departments who have representation abroad. The majority of these properties are leased or rented, whilst a small number is State-owned properties. To ensure the availability of suitable accommodation in a cost-effective manner the Department commissioned a feasibility study during the 2005/06 financial year to determine alternative ways of procuring properties abroad.

In South Africa the Department of Public Works provides the Department with accommodation. The Department consists of various functional groups/directorates, occupying seven separate buildings in Pretoria. In 2003, the Department obtained

approval to commence with a Public Private Partnership (PPP) to obtain a new Head Office working environment. During 2005 the Department obtained Treasury Approval I and II A (TA I and TA II A) for both the Request for Qualification (RFQ) and Request for Proposal (RFP) from Treasury and successfully completed the RFQ process. A preferred bidder will be selected in 2006 and it is anticipated that construction will commence in the latter part of 2006.

Currently, South Africa is represented in 97 countries with 112 missions globally.

For missions abroad, three broad categories of accommodation requirements can be identified:

- Chanceries or office accommodation. This type of accommodation is mostly found in office blocks. In some instances houses or villas have been converted to serve as offices.
- Official Residences are procured for Heads of Missions. These residences are normally located in suitable areas of the city in which the missions are located. Particular care is paid in the selection of these residences to ensure that the residence is representative and befits a Head of Mission of South Africa. Attention is also paid to ensure that the residence can be

used for representational duties and official entertainment;

- Staff housing is procured for all other transferred officials in areas identified by the Department in consultation with missions according to set norms and prescripts.

The majority of these properties are leased or rented while a small number are State-owned properties.

These accommodations and facilities are provided in such a way that all South African transferred staff members are enabled to best perform their official responsibilities.

The following is a summary of the current fixed asset inventory split between Chanceries, Official Residences, staff housing and redundant properties:

Chanceries: The South African Government owns 22 Chanceries and rents 87 Chanceries. Three missions are currently being established and have not yet identified suitable Chancery premises. The two missions in New York (the Permanent Mission to the UN and the Consulate-General) share the same premises and the Chancery has been counted as one. The Hague occupies two State-owned properties. The missions in Washington and

London rent Chancery annexes that have also been counted as Chancery properties.

Official Residences: The South African Government owns 30 Official Residences and rents 75 Official Residences. Three Missions are in the process of opening and have not yet found suitable Official Residences. Four Missions are micro-missions for which an Official Residence is not being rented for the Chargé de Affaires.

Staff housing: The Department rents 436 properties (excluding those for partner departments) to accommodate transferred officials. A further 53 transferred officials are accommodated in State-owned properties abroad.

Redundant properties: There are currently 21 surplus or redundant properties abroad. The following properties are considered as surplus due to the fact that the Missions in those cities do not have a need for such properties in those locations: Windhoek, seven residences; Paris, one parking bay; and Lilongwe, one residence. The following properties are considered redundant because of the fact that the South African government no longer has any representation in those locations: Walvis Bay, six residences; Blantyre, two residences; Funchal, one residence and one chancery; Bonn, one residence

and chancery; and Zurich, one residence.

The Department requested the Department of Public Works to dispose of these properties in terms of their mandate to do so. The Department is facilitating the process through the Joint Disposal Committee established between the Department and the Department of Public Works.

All the properties have been evaluated by an independent valuer appointed by the Land Affairs Board. The Board approved the valuations and granted approval to commence with the disposal of these properties during the 2006/07 financial year.

The Department provides furniture, equipment and other moveable assets for both its Headquarters component as well as missions abroad. Procurements are done in South Africa as well as abroad.

PROPERTY STRATEGY

The Department consists of various functional groups/directorates, occupying seven separate buildings in Pretoria. The Department's vision is to incorporate all these functional groups into one working environment that will improve functionality, interaction, efficiency and productivity among

these directorates. The Department obtained approval to commence with a Public Private Partnership (PPP) to obtain a new Head Office environment. The Department obtained TA I and TA II A in respect of both the RFP and RFQ documentation. The RFQ process was completed and three consortia were selected to participate in the RFP process. The RFP was released in November 2005 and following a detailed evaluation the Department decided to embark upon a Best and Final Offer (BAFO) process with two of the three pre-qualified bidders. It is expected that the evaluation and selection of the preferred bidder will be finalised by May 2006, which would lead to the commencement of construction. It is anticipated that the facility will be ready for occupation towards the end of 2008.

With regard to the Department's properties abroad, the Department appointed consultants to conduct an options analysis and feasibility study to determine alternative ways of procuring properties abroad. The Department realised that it needs to significantly reduce its expenditure on the rental of properties especially abroad where the majority of properties are still being rented. The feasibility study focussed on alternative methods of property acquisition such as Public Private Partnerships, loans and lease-to-own arrangements. By using these methods, the

Department will be able to reduce its expenditure on rentals significantly over the long term.

The Consultant's report is expected to be finalised by the first quarter of the financial year and will form the basis for formulating the Department's property acquisition plan for its missions abroad. Furthermore, the Department will engage in the process of developing the Foreign Property Act which is aimed at regulating the mandate that the Department has held since 1999 to manage its properties abroad.

The Department will, in co-operation with the Department of Public Works, continue with the disposal of redundant properties abroad. All the properties have been evaluated by an independent valuer appointed by the Land Affairs Board. The Board approved the valuations and granted approval to commence with the disposal of these properties. All the properties will be disposed of during the 2006/07 financial year.

The Department will continue with maintenance work at missions where properties are owned by the State in accordance with the Property Plan.. In addition, the Department will redevelop its Maintenance Plan in alignment with its updated property portfolio.

2006/07 FINANCIAL YEAR

The Departmental operational plan for the 2006/07 financial year entails the following:

- New Head Office Project (PPP project);
- Construction projects:
 - Addis Ababa, Chancery and staff housing;
 - Abuja, Chancery and Official Residence;
 - Maseru, Chancery and staff housing;
 - Dar Es Salaam, which will include a Chancery and Official Residence;
 - Mbabane, which will include a Chancery and staff housing;
 - Washington, refurbishment and expansion of Chancery and Official Residence;
 - Kigali, Chancery and Official Residence;
- New acquisitions:
 - New Delhi, land;
 - Beijing, land;
 - Tokyo, redevelopment of existing land;
 - Nairobi, Chancery and Official Residence;
 - Brussels, new premises, preferred option to be finalised;
 - Ouagadougou, land;
 - Riyadh, land;
- Refurbishment and repair projects in:
 - Brasilia

Harare
London
Lilongwe
Paris
Rome
Sao Paulo
The Hague

2007/08 FINANCIAL YEAR

The Departmental operational plan for the 2007/08 financial year entails the following:

- New Head Office Project (PPP project).
- Construction projects:
 - New Delhi, which will include a Chancery and Official Residence;
 - Lusaka, which will include a Chancery and Official Residence;
 - Ouagadougou, which will include a Chancery and Official Residence;
 - Dar Es Salaam, which will include a Chancery and Official Residence;
 - Mbabane, which will include a Chancery and staff housing;
 - Washington, refurbishment and expansion of Chancery and Official Residence;
 - Kigali, Chancery and Official Residence.

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- New acquisitions:
New York, Chancery;
Geneva, Chancery and Official Residence;
Tel Aviv, Chancery;
Luanda, land;
Mumbai, Chancery.
 - Refurbishment and repair projects in:
Bern
Buenos Aires
Lisbon
London
Madrid
Mbabane
Paris

2008/09 FINANCIAL YEAR

The Departmental operational plan for the 2008/09 financial year entails the following:

- Construction projects:
New Delhi;
Lusaka;
Ouagadougou;
Mbabane, which will include a Chancery and staff housing;
Kigali, Chancery and Official Residence;
Luanda, Chancery.
- New acquisitions:
Algiers, Chancery and Official Residence;
Cairo, Chancery and Official Residence;
Lima, Chancery and Official Residence;
Jakarta, Chancery.
- Refurbishment and repair projects in:
New York
Ottawa
Athens
Tel Aviv
Kinshasa
Copenhagen

SECTION 2: INFORMATION COMMUNICATION TECHNOLOGY PLAN 2006/07 TO 2008/09

Executive Summary

The ICT Plan encapsulates the strategic vision for the ICT technological environment that the Department of Foreign Affairs would like to establish over the next three years. The purpose of the plan is to create a consensus vision of how information technology can best be used in supporting the Department's strategic goals.

The ICT Plan also provide guidance and information on adopted and proposed standards that will lead the Department to an open systems environment. The plan is therefore designed to assist the Department in making informed decisions when choosing appropriate system specifications to meet current and planned requirements.

In the 2006/07 financial year, the Department will also develop an ICT strategy for the new Head Office building.

During the previous financial year ICT was given approval to start the implementation of the Master Systems Plan (MSP). The implementation of the prioritised IT enablers has commenced and has been divided into four major projects which are:

- Voice over Internet Protocol (VoIP) global network infrastructure;
- Windows 2003 Advanced Server;
- Business Process Management (BPM);
- Data Warehouse/ Business Intelligence (BI).

The details of the above projects are described under Strategic Priorities.

Strategic Priorities

A major ICT objective has been developed: To Modernise the Department's Information Communications Technology and Ensure its Optimum Utilisation. This objective requires that six technological priorities be pursued.

These priorities, of equal importance, are:

- Implementation of the recommendations of the MSP;

- A secure, centrally managed, IP based global network based on commercial products and technologies which are compliant with the standards set by the security bodies;
- Expanded suite of systems that supports the substantive work of foreign policy applications;
- Modern integrated messaging, work flow and document management;
- Streamlined office applications that increase productivity and collaboration;
- A trained and productive workforce.

Priority 1 : Implementation of the Master Systems Plan

The implementation of the MSP has started and is being tracked through the major projects . These projects are the foundations of the ICT infrastructure that will enable ICT to expand on the IT enablers recommended by the MSP. Each project covers some or all of priorities described above. The table below illustrate the alignment of the projects to these priorities:

MAJOR PROJECTS	PRIORITIES					
	Implementation of the MSP	IP-based secure global network	Expanded suite of systems	Integrated Workflow	Streamlined Operations	Trained Workforce
Business Intelligence	X		X	X	X	X
Business Process Management	X		X	X	X	X
Windows 2003 Advanced Server	X	X	X		X	X
Voice over IP Infrastructure	X	X			X	X

ICT Enablers (Major Projects)

Backoffice Infrastructure: An upgrade of the current backoffice from a mixed environment of UNIX and Windows NT. The backoffice infrastructure incorporates centralised management of user access to the network services; the portal solution that presents information externally and internally through secure web-based technology. This includes relocation and redesigning of the DFA Website from GCIS to DFA.

Project Management: Development of project methodologies applicable to all business units within the Department with a central repository

of projects documentation, to enable knowledge sharing and improve collaboration. The developed methodology must be based on project management best practices.

Business Process Management: Automation and optimisation workflow of current business processes. The developed system must provide integration between related business units such as integrating the finance unit to the procurement unit to ensure end-to-end transaction of the entire procurement with budget update based on what is procured. One of the critical areas that will be automated is the Human Resource Management which will integrate planning,

skills development, personal skills training with Foreign Service Institute, professional postings, equity transformation. The system must be web-based for ease of access. Building a repository of documents and records in preparation for Knowledge Management.

Data Warehousing/Business Intelligence: Executive business decision and analysis tool, building and accessing information by topic (Data-marts), collaborative information building, sharing information. Development of a central repository for all DFA data, introduction of work-flow and a common search engine and a split repository for secure and open information.

Document and Records Management: Global DFA electronic document storage, categorisation, indexing and retrieval. Start of document and record capture to electronic format. Follow the Archive rules for data storage. Start of information storage for Knowledge Management.

Storage Area Network: Building electronic storage capacity by region for distribution, processing and storage of information captured by the Document and Record Management processes. This enabler is being extended to a disaster recovery plan that incorporates data management.

E-learning: Training material, course content available online and globally, includes IT training and skills development.

Integrated Service Management: ICT support, global ICT network operations monitoring and preventative maintenance systems.

Customer Relations Management: Recording and management of all contacts, communications connections, negotiators, parties to agreements

Priority 2: VoIP Secure global network

The VoIP global network solution for the global

connectivity of our foreign mission sites is based on Internet Solutions' MPLS-VPN backbone. It provides the required global footprint for the Department of Foreign Affairs (DFA) and missions' Internet access. The solution provides for a converged backbone, which is able to transport data, voice and video traffic. To ensure optimal transportation of the various traffic types, the solution is Class of Service aware, within the MPLS backbone. The DFA Wide Area Network (WAN) will be a Virtual Private Network (VPN) or multiple VPN's on the MPLS backbone. The design caters for multiple access mediums to interconnect the router and the router of the MPLS network. An IP telephony is part of the solution. Call Managers will be deployed in a clustered manner at each of the six hub sites with Internet breakout points from within the "cloud" at the regional locations. The solution will be fully managed with network management information provided on a 24x7x365 basis through to a customer dedicated NOC (Network Operating Centre).

Characteristics of the Global Network of the Future

Reliability and availability – minimise interruptions and disruptions

Scaleable capacity on demand – accommodate

the growing and changing needs for networking services and bandwidth

Security – protect information and internal IT assets whilst providing access to open communications

Consistency with industry direction – capitalise on commercial trends to keep up with user demands

Manageability – provide a single converged network infrastructure for data and voice communications that can be managed and supported.

Inter-Departmental Co-operation

The Department is working closely with other departments and government agencies such as the Government Information Technology Officers Council and the State Information Technology Agency, Communications and Security Pty Ltd, the Department of Home Affairs and the Department of Trade and Industry to design and implement appropriate levels of network security with risk management procedures. The new converged network infrastructure will be shared with the Department of Home Affairs at foreign missions. The objective is to include other departments which are already sharing facilities with DFA at these foreign missions, thus eliminating duplication and leveraging economies of scale.

Hardware and Software Replacement

In order to ensure that the Department advances with technology change it is essential that a sustainable plan be developed and implemented. Equipment and applications must be replaced or upgraded in a progressive manner. ICT will source a global service provider that will ensure the sustainability of hardware and software replacement on a three-year cycle, with a minimum replacement of one-third of the Department's equipment per year. The Department has approved the use of the SITA Tender Seat Management Service 285 to fulfil this requirement. The Microsoft System Management Server (SMS) has been deployed to provide a seamless upgrade of Operating Systems (OS) and applications, the core for central management of ICT infrastructure. In line with this, a project has been initiated to replace the existing operating system with the latest Microsoft server and workstation operating systems. Application software must be upgraded to keep abreast of the systems in place. This upgrade must be done regionally to ensure compatibility within that region and the users must be trained in the use of the new systems.

Priority 3: BackOffice Infrastructure

The backoffice infrastructure project is an upgrade of

the backoffice environment from the existing Windows NT and UNIX to improve the performance of the system and enable the business to have seamless access to all network services. ICT operations will be improved through central management of the global environment. The environment should be easy to support with enabled remote administration of the user environment, standardised workstations empowering ICT support engineers to support any workstation without any additional training. The work environment should be controlled. Powerful tools that support collaborative processing in a highly dispersed global environment are to be introduced. Technologies such as video conferencing and workflow management will be used to enable teams to work together on projects, documents, tasks and issues (the Cluster approach).

Priority 4: Business Process Management (BPM)

BPM automatically manages the processes, by accessing repositories, applications, knowledge workers, and/or databases at the appropriate point in the business process. BPM technology effectively tracks and orchestrates business processes regardless of who or what performs them. BPM allows users to automate tasks involving information from multiple systems, with rules to define the

sequence in which the tasks are performed as well as responsibilities, conditions, and other aspects of the process. BPM not only allows a business process to be executed more efficiently, it also provides the tools to measure performance and identify opportunities for improvement. ICT together with the Diplomatic Immunities and Privileges Directorate and the Consular & Agency Services Chief Directorate are deploying the BPM system with the intention to extend the concept to the rest of the Department.

Priority 5 : Microsoft Operations Framework (MOF)

The Microsoft Operations Framework (MOF) provides operational guidance that will enable ICT to achieve mission-critical system reliability, availability, supportability, and manageability of Microsoft products and technologies. With MOF guidance, ICT will be able to assess current IT service management maturity, prioritize processes of greatest concern, and apply proven principles and best practices to optimize the management of the ICT infrastructure.

The framework covers the following areas of infrastructure management:

- Optimizing Quadrant
- Changing Quadrant

Supporting Quadrant
Operating Quadrant

Priority 6 : Trained Workforce

During the previous financial year, ICT managed to fill most of its vacancies. However, there is still a challenge of recruiting and retaining suitable candidates with required skill. Human Resource Development (HRD) will be approached to develop an ICT-specific HR Development plan to address development and retention of existing staff and the recruitment and accelerated training of additional staff. The ICT-specific training programme has been defined and conducted for most of the technologies for all levels of technical and support staff. The elements of the programme will be benchmarked against IT industry models available in the market. This training is being provided through a variety of means and technologies. All entry-level staff receive a standard set of information technology and technical training to prepare them for the start of their careers as knowledge workers. In line with this, it will be essential for all users to undergo skills training in the use of the new system applications and facilities. This will include:

Revision of the FSI curriculum;
The use of the Intranet ;
Searching databases;

Accessing secure and open networks;
Use of office packages; and
Security awareness.

9. Challenges and Risks

DFA is committed to working with SITA as a technology partner and relies on SITA for the provision of services, facilities and equipment. To this extent the Department is committed to the strengthening of the Agency's delivery capacity. The following challenges and risks are identified:

Scheduling all projects and identifying those which can be outsourced.
Working with SITA to finalise projects and equipment deliveries
Delays to equipment procurement because of internal and external processes.
Unplanned ad hoc projects from Business Units.
Human Resources: Recruitment, training and retention of staff
Mission Support Centres not adequately capacitated.
Availability of decision makers.
Changes in technology due to delayed implementations

10. Conclusion

The successful implementation of the ICT strategy will be determined by the benefits realised by the users. It is thus crucial for the Department to fully explore and utilise the full benefits of information technology provided by the converged infrastructure of voice and data hardware and software platforms, network facilities and associated services, including the following features:

Centralised regional information centres to store and provide access to information through knowledge and information management;
A secure, robust global network to support end-to-end connectivity;
Real-time financial reporting;
An integrated solution for enterprise network management to ensure cost-effective support and maintenance;
Standards-based infrastructure services to promote interoperability and ease of maintenance; and
Modern hardware platforms, including standard user desktops, thin client workstations and computers for mobile computing.

The infrastructure will have inherent attributes

of reliability, scalability, flexibility, availability, manageability and maintainability. All these attributes presuppose commonality across the entire architecture from the user platforms to the infrastructure required to support the Department's mission.

ICT STRATEGIC PLAN PRIORITIES

PRIORITIES	OBJECTIVES		
	2006	2007	2008
VoIP	<p><u>Converged Network:</u> Upgrade of the network infrastructure to a global IP-based network for the entire Department. Connectivity from the missions to Head Office. Implementation of MPLS/VPN network. Logical segmentation for security. Central management of the infrastructure.</p>	<p><u>Document and Records Management :</u> Information gathering. Analysis. Establish policies. Design to include regional mission locations. Development of document retention and destruction schedule. Procurement of hardware. User training. Implementation and scanning of documents. Routine scanning of documents. Continuation of training.</p>	<p><u>Integrated Service Management</u> Establish requirements world wide. Develop policies. Develop operational layer (management systems). Develop monitoring processes. Procure equipment. Pilot site. User training. Roll out. Cost : R 3.0 m</p>

PRIORITIES	OBJECTIVES		
	2006	2007	2008
Back Office Infrastructure	<u>Windows 2003 Advanced Server :</u> Continuation of portal development. Active Directory Communication Systems Hardware Management Systems Software Management Systems Portal Solution Relocation of DFA Website	<u>E-learning :</u> Understand the requirements Identify learning capabilities Prioritise requirements Determine which courses should be web-enabled Design infrastructure Procure equipment Pilot site User training	<u>Customer Relations Management :</u> Develop CRM Strategy Develop data model Design CRM database Procure equipment Data migration Pilot site User training Roll out Cost : R 4.0 m
Data Warehouse/ BI	<u>Datawarehousing/Business Intelligence :</u> User Requirements Analysis Design and construction of first iteration System pilot System roll-out Training of support staff and end users Changes and updates	<u>Datawarehousing/Business Intelligence :</u> Second iteration development Design and construction of second iteration System pilot System roll-out Changes and updates	<u>Review of Master Systems Plan :</u> Assessment Infrastructure architecture Information architecture Business processes Risk Assessment Recommendations
BPM	<u>Business Process Management :</u> Identification and design of business processes Implementation of automated processes such as e-mail, document management, calendar functions. Inclusion of Consular, Finances, Protocol and Call Centre systems Identify regional missions Purchase of required hardware	<u>Business Process Management :</u> Pilot site User training Workflow administration and control. Links to document and records handling in preparation for Knowledge Management	



Storage Area Network :

Creation of electronic storage space for captured information

Determine storage rate

Identify storage servers and drives

Determine drive types

Identify regional missions for data storage

Purchase equipment

Capacitate servers

Pilot installation

User training

Roll out to regional centres

SECTION 3: BRANCH FOREIGN SERVICE INSTITUTE AND HUMAN RESOURCES

The recent merger of FSI and HR will help us in synchronising our efforts in delivering integrated people management processes to the Department, in consultation with our stakeholders and in an accountable manner. We will strive for synergy from the attraction and recruitment of competent employees to effective performance management, development and retention of skilled employees. Sound Human Resource Management and Development is critical in supporting the implementation of our Foreign Policy objectives. To this end, continuous engagement with employees and management is vital and so is their continued commitment and support to our products and services.

The repositioning of the FSI has provided a solid foundation to increase its capability and capacity to become a leading and recognised institute that develops skilled and effective diplomats from within the Department as well as other Government Departments with foreign representation. The FSI will strive to explore international linkages, deepen

collaboration with stakeholders and optimise the quality of the training programmes it offers.

The Government's macro-economic policies, NEPAD and globalisation have created the need for enhanced economic literacy among Department of Foreign Affairs' employees. In addition, global trends relating to migration, public health, the environment and other social factors requires a broad understanding of consular services. In this regard, more active collaboration with the Department of Trade and Industry and Department of Home Affairs is necessary to improve the depth and quality of training in economic and consular diplomacy.

The FSI and HR continue to place particular emphasis on its strategic thrusts, which are:

- Enhance the capacity and visibility of the Foreign Service Institute

- Facilitate the acquisition and effective utilisation of Human Capital into the Department

- Facilitate the creation of an organisational environment that is conducive to growth, development and performance of DFA employees

- Improve the quality of Diplomatic Training and Mission Administration Training

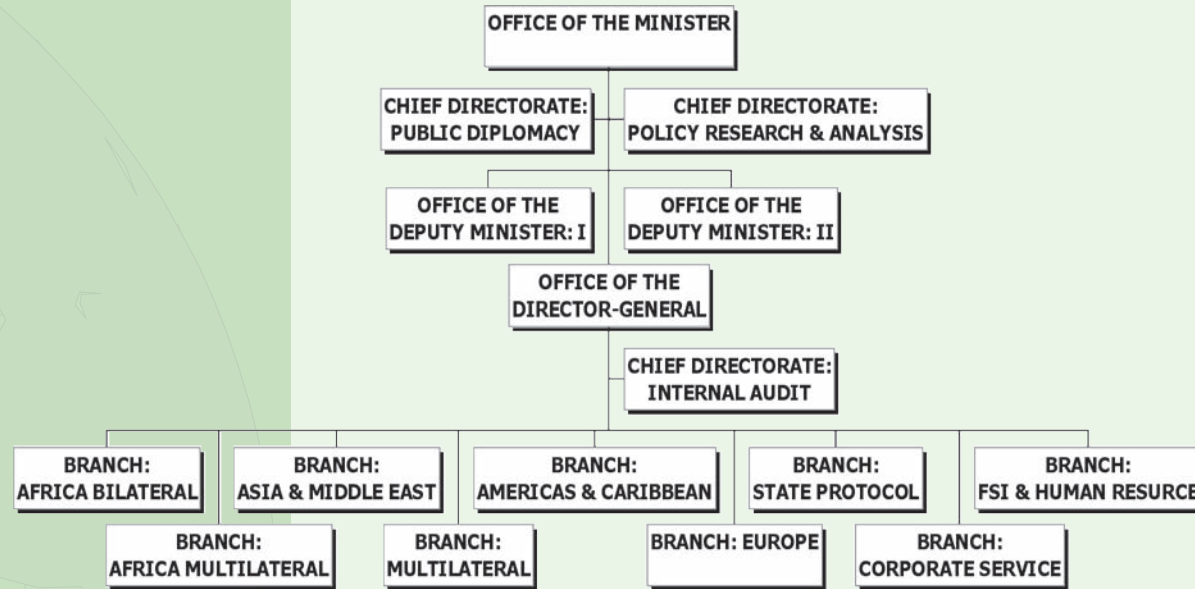
- Improve the quality and co-ordination of Management Training and Development to strengthen the Department of Foreign Affairs
- Develop an effective remuneration system for employees abroad

Human Resource Planning

Through HR planning, we will ensure that the required number of employees with the required competencies is available when needed through our robust recruitment, selection and placement processes. Included in this process of selection is a wide range of assessment tools for all levels of employees, which forms part of competency assessments for selection purposes. The extended utilisation of the outcome of the various assessment tools will also be investigated during 2006/07 in order to ensure that all HR processes are integrated.

HR planning processes are integrated with the Departmental strategic planning to ensure that HR policies and programmes focus on the current and future needs of the Department. It is also important that Human Resources play a pivotal role as change agent to influence employee behaviour and organisational culture.

Departmental Structure



The structure of the Department of Foreign Affairs is made up of sixteen components, consisting of the Office of the Minister of Foreign Affairs, Offices of the two Deputy Ministers of Foreign Affairs, Office of the Director-General, Chief Directorates Public

Diplomacy, Policy Research and Analysis and Internal Audit and 9 Branches (Asia and Middle East, Europe, Americas and the Caribbean, Africa, Africa Multilateral, Multilateral, Foreign Service Institute & HR, Corporate Services and State Protocol).

With the emphasis on the advancement of relationships within the African continent, the Department has committed itself to extend the number of Missions in Africa. This will require that the people supply for postings abroad, as well as support from Head Office, needs to be increased.

Approved Structure

The approved number of posts for the Department is 2893.

Head Office : 2028
Missions : 865

LOCATION	VACANT FUNDED	VACANT UNFUNDED	EMPLOYMENT STATUS	TOTAL
HEAD OFFICE	448	247	1333	2028
MISSIONS	109	176	580	865
TOTAL	557	423	1913	2893

To deliver on the medium-term strategic objectives, the Department requires a total of 2470 employees, i.e. the total number of approved posts less the 423 vacant unfunded posts. Approval will be sought for the unfreezing and funding of these 423 posts as per the needs of the Department.

Current structure

Number of posts filled as at 31 December 2005 : 1913
Head Office : 1333
Missions : 580

In our efforts to fill the vacant funded posts, we have two large recruitment drives per year. In 2006/7, we will be reviewing our recruitment strategy.

The table below indicates the current structure per occupational category, race and gender as at 31 December 2005:

MANAGEMENT LEVEL	African		African Total	Asian		Asian Total	Coloured		Coloured Total	White		White Total	Grand Total
	Female	Male		Female	Male		Female	Male		Female	Male		
POLITICAL OFFICE-BEARERS	1		1		1	1				1		1	3

DIRECTOR GENERAL		1	1											1
DEPUTY DIRECTORS GENERAL	1	6	7		2	2	1		1					10
CHIEF DIRECTORS	12	21	33		3	3	1		1	3	7	10	47	
DIRECTORS	35	67	102	1	10	11	2	8	10	9	29	38	161	
DEPUTY DIRECTORS	39	84	123	11	11	22	4	15	19	53	94	147	311	
ASSISTANT DIRECTORS	143	143	286	11	14	25	9	11	20	117	89	206	537	
BELOW ASD	343	269	612	20	9	29	26	17	43	133	26	159	843	
TOTAL COUNT	574	591	1165	43	50	93	43	51	94	316	245	561	1913	

Of the total 1913 staff employed, the following breakdown characterises the employment status of individual employees:

Permanent	:	1377
Probation	:	384
Contract	:	121
Temporary employment	:	28
Political Office Bearers	:	3
TOTAL	:	1913

The employment status of individual employees varies according to the specific operational needs of a Branch/Business Unit.

Heads of Missions are appointed from within the

Department, seconded from other Public Sector Departments and/or appointed from outside the Public Service. They are contracted for a minimum period of four years. Where specialist skills are required, individuals are contracted to the Department. Where scarce skills are identified, the scarce skills allowance as prescribed by the Department of Public Service and Administration may be paid.

Employment Equity: Workplace Analysis

The assessment of the employment capacities, representivity of the workforce as well as the barriers responsible for the under-representation

and utilisation of employees from designated groups started in 2005/6. This analysis dis-aggregates the Department's existing human resource capacity according to race, gender, disability and occupational category. During 2006/7, an assessment of the Department's vulnerability to HIV and AIDS will also be conducted.

Barriers to Employment Equity

In terms of the Employment Equity Act, the Department as a designated employer is required to conduct a workplace analysis and develop an Employment Equity Plan. The process of conducting the workplace analysis is underway. The analysis will include the auditing of the Department's

policies, procedures, practices as well as workplace accessibility for people with disabilities, in order to identify and eliminate any barriers to employment equity. The process will culminate in the development of the new Employment Equity plan.

Organisational Culture

A process of assessing the current culture and determining the desired culture of the Department will soon be underway. The Branch FSI and HR strongly believes that a conducive culture is critical to the attainment of the departmental objectives and priorities. The process planned to begin in March 2006 would see the involvement of all DFA employees including its political and administrative principals. An experienced and independent consultant has been contracted to carry out the project in order to maintain objectivity.

The creation of a conducive culture would facilitate the entrenchment of the values of the Government and DFA through a process of translating the values into concrete and achievable behavioural competencies. A training programme to address the gaps between the current and desired cultures will be put in place.

The Culture and Climate survey will also ensure that employees are afforded an opportunity to express their needs towards the desired departmental culture. The implementation of a conducive working environment will also go a long way to advance working relationships.

The implementation of conducting exit interviews for employees leaving the Department will assist the Department to identify and address behavioural and/or cultural shortcomings.

Talent Management

In 2005, a Talent Management Unit was created in the Chief Directorate: HR. This unit, in consultation with management will be instrumental in designing and facilitating the implementation of processes, in collaboration with Management, to ensure that DFA has exceptional talent to achieve its strategic objectives now and in the future.

The establishment of different talent categories will enhance the talent management process as well as the acceleration of people development. This will in turn assist the department to retain talent and enhance the achievements of its objectives.

Competencies

In the spirit of empowering individual employees and improving the performance of the Department, the development of competencies of employees is of prime importance.

In 2004/5 the Department embarked on a detailed process of drafting job profiles and setting norms of performance in consultation with employees, management and social partners. The utilisation of job profiles enhanced a number of Human Resources processes such as performance assessment. In 2005/6, a comprehensive skills audit exercise was carried out to determine areas of strengths and weaknesses. This was to ensure that training programmes in 2006/7 are based on scientific research and are in sync with our strategic objectives. In 2006/7, intervention strategies and skills development programmes will be designed and implemented to address the skills gaps identified through the skills audit. Special development programmes will also be designed and implemented for Personal Assistants and Secretaries.

Based on Departmental needs and confirmed by the recent skills audit results, a Leadership Programme for Senior Managers commenced in 2005/6 and

will continue in 2006/7. The programme is being conducted by the Gordon Institute of Business Science (GIBS), in collaboration with the South African Management and Development Institute (SAMDI). The Department will also be rolling out a similar programme for Middle Managers in 2006/7 and thereafter for Junior Managers and aspiring managers.

Human Resources Challenges

As the lead agency responsible for managing South Africa's international relations programmes, the

Department is faced with the continuous challenge of ensuring that it has the right number of people at the right places, with the necessary expertise, support and resources to promote and advance the Department's foreign policy objectives. Listed below are some HR challenges the Department faces, which will continuously receive focussed attention:

Management of talent (i.e. career paths, succession planning and retention)

Entrenching the Performance Management and Development System

Education, Training and Development (on-the-job training, post training support and transference of new skills and knowledge gained from formal training to the workplace)

To ensure full compliance with the EE Act and to create strategies to achieve equity in the Department

Managing the impact of HIV and AIDS on the Department

Abbreviations of Government Departments

DA	Department of Agriculture	DST	Department of Science and Technology
DAC	Department of Arts and Culture	DSD	Department of Social Development
DOC	Department of Communications	DTI	Department of Trade and Industry
DCS	Department of Correctional Services	DOT	Department of Transport
DOE	Department of Education	DWAF	Department of Water Affairs and Forestry
DEAT	Department of Environmental Affairs and Tourism	GCIS	Government Communication and Information System
DFA	Department of Foreign Affairs	NIA	National Intelligence Agency
DOH	Department of Health	NT	National Treasury
DHA	Department of Home Affairs	ORC	Office on the Rights of the Child
DJCD	Department of Justice and Constitutional Development	OSDP	Office on the Status of Disabled Persons
DOL	Department of Labour	OSW	Office on the Status of Women
DLA	Department of Land Affairs	SANDF	South African National Defence Force
DME	Department of Minerals and Energy	SAPS	South African Policy Service
DPLG	Department of Provincial and Local Government	SARB	South African Reserve Bank
DPE	Department of Public Enterprises	SARS	South Africa Revenue Service
DPSA	Department of Public Service and Administration	SASS	South African Secret Service
DPW	Department of Public Works	SRSA	Sport and Recreation South Africa

List of Acronyms

AARSOC	Asia-Africa Sub-regional Organisations Conference	BLSN	Botswana, Lesotho, Swaziland, Namibia)
ACHPR	African Commission on Human and Peoples' Rights	BNC	Binational Commission
ACP	African, Caribbean and Pacific States (see CPA)	CARICOM	Caribbean Community
AICC	African Institute of Corporate Citizenship	CCAMLR	The Commission for the Conservation of Antarctic Marine Living Resources
ASEAN	Association of South East Asian Nations	CCW	Convention on Certain Conventional Weapons
ATCM	The Antarctic Treaty Consultative Meeting	CD	Conference on Disarmament
ATS	Antarctic Treaty System	CDM	Clean Development Mechanism
AU	African Union (formerly OAU)		
BEE	Black Economic Empowerment		

CERD	United Nations Committee on the Elimination of Racial Discrimination	HRD	Human Resource Development
CHOGM	Commonwealth Heads of State and Government Meeting	HSIC	Heads of State Implementation Committee (Nepad)
CIC	Credit Insurance Committee	IAEA	International Atomic Energy Agency
COP	Conference Of the Parties	IBRD	International Bank for Reconstruction and Development (World Bank)
CPA	Cotonou Partnership Agreement (EU and ACP)	IBSA	India, Brazil, South Africa Dialogue Forum
CSD	Commission on Sustainable Development	ICAO	The Council of the International Civil Aviation Organisation
CSTP	Committee for Scientific and Technological Policy	ICC	International Criminal Court
CSW	United Nations Commission on the Status of Women	ICJ	International Court of Justice
CTBT	Comprehensive Nuclear-Test-Ban Treaty	ICNRD	International Conference for New or Restored Democracies
CWC	Chemical Weapons Convention	ICRC	Interim Chemicals Review Committee
DDPA	Durban Declaration and Programme of Action	ICT	Information and Communications Technology
DFA	Department of Foreign Affairs	ICTR	International Criminal Tribunal for Rwanda
DHA	(tourism, economic, multilateral)	ICTY	International Criminal Tribunal for Yugoslavia
DNA	Designated National Authority	ILC	International Law Commission
DPRK	Democratic People's Republic of Korea	ILO	International Labour Organisation
DRC	Democratic Republic of the Congo	IMF	International Monetary Fund
DTI	Department of Trade and Industry	IMO	International Maritime Organisation
ECIC	Export Credit Insurance Corporation of South Africa	INC	Inter-Governmental Negotiating Committee
ECOSOC	Economic and Social Council (UN)	IOC	The International Oceanographic Commission
EEZ	Exclusive Economic Zone	IOR-ARC	Indian Ocean Rim Association for Regional Co-operation
EIF	Entry Into Force	IPCC	Industrial Participation Control Committee
ERW	Explosive Remnants of War	IRPS	International Relations-Peace and Security
EU	European Union	ISA	The International Seabed Authority
FDI	Foreign Direct Investment	ISPS	International Ship and Port Security Code
FSI	Foreign Service Institute	ITU	International Telecommunication Union
G8	Group of eight (USA, UK, Germany, Italy, France, Russia, Japan, Canada)	IUU	Illegal Unreported and Unregulated (Fishing)
G20	Group of Twenty	IWC	International Whaling Commission
G77	Group of 77 (and China)	JBC	Joint Bilateral Commission
GA	General Assembly (United Nations)	JPOI	Johannesburg Plan of Implementation
GCC	Gulf Co-operation Council	JSE	Johannesburg Stock Exchange
GCIM	The Global Commission on International Migration	KPCS	Kimberley Process Certification Scheme
GEF	Global Environmental Facility	LDC	Least Developed Countries
GEO	Group on Earth Observation	MBT	Mine Ban Treaty
GFII	Global Forum on International Investment	MDG	Millennium Development Goals
HCOC	The Hague Code of Conduct against Ballistic Missiles	MEA	Multilateral Environmental Agreements
		MERCOSUR	Southern Common Market (Argentina, Brazil, Paraguay, Uruguay)

MISS	Minimum Information Security Standards	SOLAS	Safety of Life at Sea Convention
MOP	Montreal Protocol on Substances that Deplete the Ozone Layer	TDCA	Trade and Development Co-operation Agreement (with EU)
MSP	Master Systems Plan (ICT)	TICAD	Tokyo International Conference on African Development
MTCR	Missile Technology Control Regime	TISA	Trade and Investment South Africa
NAM	Non-Aligned Movement	TRIPS	Trade Related aspects of Intellectual Property Rights
NCACC	National Conventional Arms Control Committee	UK	United Kingdom
NCCC	The National Committee for Climate Change	UN	United Nations
NEPAD	New Partnership for Africa's Development	UN PoA	United Nations Programme of Action
NFAR	National Forum Against Racism	UNCED	United Nations Conference on Environment and Development
NGO	Non-Governmental Organisation	UNCHR	United Nations Commission on Human Rights
NIPP	The National Industrial Participation Programme	UNCITRAL	United Nations Commission on International Trade Law
NPT	Nuclear Non-Proliferation Treaty	UNCLOS	United Nations Convention on the Law of Sea
NSG	Nuclear Suppliers Group	UNCTAD	United Nations Conference on Trade and Development
NSI	Nuclear System of Innovation	UNDP	United Nations Development Programme
NSTF	National Science and Technology Forum	UNESCO	United Nations Educational, Scientific and Cultural Organisation
ODA	Official Development Assistance	UNCLOS	United Nations Convention on the Law of the Sea
ODIN	Ocean Data and the Information Network	UNFCCC	United Nations Framework Convention on Climate Change
OIC	Organisation of Islamic Conference	UNGA	United Nations General Assembly
PAP	Pan African Parliament	UN-Habitat	United Nations Human Settlements Programme
PIC	Prior Informed Consent	UNHCR	United Nations High Commissioner for Refugees
PMO	Policy-Making Organ	UNICPOLOS	The United Nations Informal Consultative Process on Oceans and the Law of the Sea
PMS	Performance Management System	UNIDO	United Nations Industrial Development Organisation
POP	Persistent Organic Pollutants	UNSC	United Nations Security Council
PSC	Peace and Security Council (AU)	UPU	Congress of the Universal Postal Union
PUSET	Public Understanding of Science and Technology	USA	United States of America
RECs	Regional Economic Communities	VLCC	Very Large Crude-oil Carriers
RISDP	Regional Indicative Strategic Development Plan	WCAR	World Conference Against Racism
S&T	Science and Technology	WEF	World Economic Forum
SACU	Southern African Customs Union (SA, BLSN)	WEHAB	Water, Energy, Health, Agriculture, Biodiversity
SADC	Southern African Development Community	WMDs	Weapons of Mass Destruction
SAIAIF	South African International Affairs ICT Forum	WMO	World Meteorological Organisation
SAMSA	South African Maritime Safety Authority	WSIS	World Summit on the Information Society
SANGOCO	South African Non-Governmental Organisation Coalition	WSSD	World Summit on Sustainable Development
SAPO	South African Post Office	WTO	World Tourism Organisation
SAT	South African Tourism	WTO	World Trade Organisation
SC	Security Council (United Nations)		
SME	Small and Medium-sized Enterprises		