

Contents

PART ONE

Message from the Minister of International Relations & Cooperation, Mme Maite Nkoana-Mashabane	2
Foreword by the Director-General, Dr Ayanda Ntsaluba	5
Mission Statement	6
Overview of the strategic priorities	7

PART TWO

Key Performance Areas	
Continued Prioritisation of the African continent	8
Southern African Development Community (SADC)	12
Strengthening South-South Relations	13
Strengthening Relations with Strategic Formations of the North	13
Strengthening Political and Economic Relations	14
Participate in the Global System of Governance	19
Organisational Support	23
Professional Services	24
Organisational Strengthening	25

PART THREE

Section 1: Asset Management Plan	46
Section 2: Information Communication Technology Plan	51
Section 3: Human Resources Strategic Plan	56
Government Departments	68
List of Acronyms	68

MESSAGE FROM THE MINISTER OF INTERNATIONAL RELATIONS AND COOPERATION, Mme MAITE NKOANA-MASHABANE

The Inauguration of the Department of International Relations and Cooperation (DIRCO) headquarters - the OR Tambo building - on 11 December 2010 will go down into the history books not only as a day when our department ultimately found a new and permanent home, but a day when we embraced a new value system as personified by the life and times of Mr Oliver Reginald Tambo. As President Jacob Zuma said on that day, OR Tambo was “no ordinary man”, he was “an extraordinary leader; humble and unassuming; a visionary; a teacher; a diplomat; a revolutionary; a total non-racialist; a meticulous and detailed man”, and the real architect of the Harare Declaration. The President made a call to all of us who will labour as members of this Department, to emulate OR Tambo and embrace the values that he stood for - as true patriotic and loyal representatives of our beautiful country, South Africa.

On 11 February 2010, we all listened to the President of the Republic when he took us into his confidence and shared his views about the State of our Nation and how we need to forge ahead. President Zuma commanded us to embrace 2010 and make it a “Year for Action” – a year when all of us, as government employees, will ensure that the government “works faster, harder and smarter”. We were also warned that this year marks the foundation of a “performance-oriented state, where improving planning as well as performance monitoring and evaluation” will be the order of the day. As we reflect on the deep meanings of these statements, one thing is clear: DIRCO officials are also expected to perform in the full knowledge that their work will also be monitored and evaluated.

South Africa might have been the last country in Africa to gain political independence, but by virtue of our place in this evolving history of Africa, our country finds itself expected to play a major role in pursuit of African advancement and enhanced international cooperation. We embrace this demanding role, and we will do our best to contribute towards the creation of a better South Africa in a better Africa and a better World! As a consequence of this, we naturally need to ensure that our international relations and cooperation programmes contribute towards the creation of an environment that is conducive to economic growth and development, especially in Africa and other developing countries.

Critical to our strategic approach in ensuring that the Consolidation of the African Agenda becomes a reality, we are all then summoned or beckoned to relentlessly: promote programmes aimed at regional economic integration; prioritise the implementation of NEPAD; work towards the establishment of a South African Development Partnership Agency (SADPA) to promote development partnership (the



Minister Maite Nkoana-Mashabane

conceptual framework of which has now been approved and efforts will now be focused on design and operational issues); advance AU-EU relations in the context of the Africa-EU Action Plan; mobilise support for the harmonisation and rationalisation of RECs; strengthen the AU and its structures; continue to invest our resources in the promotion of peace, security and stability among countries of Africa; and last but not least, champion the attainment of MDGs in African countries by 2015.

We welcome our endorsement by both the SADC region and the AU for the non-permanent seat for the United Nations Security Council (UNSC) for 2011 - 2012. We look forward to the conclusion of this matter by the United Nations General Assembly in October this year. We also welcome South Africa's election by the AU Summit to the African Union Peace and Security Council (AUPSC) for the next two years effective from April 2010. We look forward to the further strengthening of the relationship between the AUPSC and the UNSC.

The Department of International Relations and Cooperation will be undertaking a process of developing a White Paper on Foreign Policy. In this regard, we will be establishing a consultative process with relevant stakeholders to galvanise public participation in the discussion of our country's Foreign Policy and national interests. We also are looking at the feasibility of having a Foreign Service Act. Although



Deputy Minister Ebrahim Ismail Ebrahim



Deputy Minister Sue van der Merwe

DIRCO employees are covered by the Public Service Act, there are some unique features of DIRCO that need to be looked at in order to ensure that employees' working conditions are well accommodated. We will look at other countries that also have Foreign Service Acts as we craft our own model.

The end of the first decade of the 21st century has witnessed the emergence of major powers of the South, with formidable alliances being formed and others revitalized. This sea-change in the geo-politics of the day provides the necessary space for us South Africans to invest our resources in strengthening South-South Cooperation in the context of the IBSA Dialogue Forum (IBSA); the New Africa-Asia Strategic Partnership (NAASP); the Indian Ocean Rim Association of Regional Cooperation (IOR-ARC); the Forum on China-Africa Cooperation (FOCAC), not forgetting organisations such as the Non-Aligned Movement (NAM) and the G77 plus China. What is expected of us going forward is to ensure that we monitor implementation of all programmes that we have committed to and ensure that where there are challenges, they get to be addressed.

South Africa will continue to broaden and intensify its relations with BRIC member-countries, as they are key players in the current wave of globalisation – especially as it relates to the domain of technological innovation. Our view of FOCAC is that it provides both China and Africa an op-

portunity to strike a mutually beneficial strategic partnership to deepen both economic and political relations.

South Africa will continue to prioritise the strengthening of relations with strategic formations of the North. Our approach will be to pursue a developmental and investment-orientated engagement that seeks to advance South Africa, the African continent and the rest of the South's development agenda. I wish to reiterate that our relations with countries of the North have been and continue to be a source of increased investment, trade opportunities, as well as development cooperation for South Africa. As a country, we need to follow up on all commitments made by such multilateral groupings like the G8. In September 2009, we held a very successful South Africa-European Union Summit, which was a testament to the strength of our strategic partnership with the EU. South Africa will continue to prioritise its participation in Commonwealth Heads of Government meetings, like we did last November in Trinidad and Tobago. Furthermore, we will continue to garner support from the developed countries of the North for South Africa's National Priorities, i.e. Health, Education, Land reform and Rural development, Creation of decent jobs, and our Fight against crime.

Our participation in the global system of governance is fundamentally premised on our commitment to work towards global political and socio-economic stability and security

in the multilateral system. We seek to promote development, security, human rights and international law through our participation in the United Nations system and its specialised agencies. South Africa recognises the need to address the pressing social and economic challenges of developing countries, particularly those facing Africa. We still believe that the resolution of international conflicts should be peaceful and in accordance with the centrality of the UN Charter and the principles of international law. It still remains our aim to counter threats that impact on global political and economic stability. We note with concern the fact that African conflict situations continue to dominate the agenda of the Security Council. We will however continue to: reaffirm our commitment to the protection of human rights and fundamental freedoms; play an active role in all aspects of disarmament, non-proliferation and arms control as they relate to Weapons of Mass Destruction and conventional arms; and facilitate the implementation of the UN Convention Against Transnational Organised Crime and its Protocols. As the only African country in the G20, we will continue to utilise our membership in this body to raise issues of concern to Africa.

South Africa's international engagement on issues of climate change and energy security will continue to be guided by the principle of sustainable development. This principle seeks to ensure that we can enhance our economic growth without undue cost to the environment, while promoting social justice at the same time. As South Africans, the year 2010 also calls on us to confront the challenges that will come with international negotiations around nuclear non-proliferation (in the context of the upcoming Review Conference of the NPT in May), world trade (in the context of the WTO), and climate change (after COP15 in Copenhagen). With respect to the climate change, we will work with others to ensure that the political accord reached in Copenhagen last December leads to an agreement that is legally binding.

To remain relevant to the socio-economic challenges facing our country, all of us in DIRCO should be seized with the question: how can we help push the frontiers of poverty and underdevelopment and ensure we extend the reach of our potential as a country? In this regard, the call to build and strengthen the skills and human resource base of South Africa is also a call directed at all of us. Our Mission officials abroad should prioritise the Department's contribution towards the country's need for the requisite skills and education that will help members of our society to realise their true potential and become their own economic liberators. Such skills and human resource base remain critical in ensuring

that our people are able to participate in the country's social and economic life. We will also intensify the coordination of the Government's international work so that our objectives and the content of our messages are aligned with national priorities. There is therefore a need for our Missions abroad to strengthen and leverage our alliances with the international civil society.

We will in the coming year intensify the Department's Outreach Programme which will be anchored by me and my two Deputies, the Director-General, and the entire team of Deputy Directors-General. This initiative bodes well with the President's call in his 2010 State of the Nation Address to "define his administration" as one which "knows where people live, understand their needs, and respond faster".

DIRCO's Outreach Programme will seek to popularize the mandate of the Department and the Foreign Policy of the country; ensure that ordinary South Africans understand that our foreign policy has to be and is informed by the domestic priorities of our government; ensure that ordinary South African can link the country's domestic priorities and the Department's international engagements; and last but not least, ensure that a mutually beneficial engagement is established between the DIRCO and a host of non-state actors, such ordinary public, academia, business, cultural and sporting fraternities, religious formations, and members of the African Diaspora. This Outreach Programme will not only focus on the domestic audience alone, but will also have an international angle that will require of our Missions to participate – because we have hearts and minds out there to win.

As I said during the inauguration of our building, we now have this building (i.e. our hardware) and we have inside this building the officials, here at home and abroad (i.e. our people-ware). What remains for us is to unite our officials and staff members, because they remain the thread and the fibre that continues to help us weave a tapestry of many colours that make South Africa such a unique and beautiful country. As we engage with the world, let us radiate our collective heritage of humility, of hard-work, of selflessness, of warmth, of human dignity, and of a love for our country – the same values that we all have to inherit from OR Tambo's legacy. Let us all make 2010 a memorable year, by ensuring that the FIFA World Cup spectacle becomes a success and helps us to bury the lingering sense of Afro-pessimism once and for all.

Ke Nako!

FOREWORD BY THE DIRECTOR-GENERAL, DR AYANDA NTSALUBA

This Strategic Plan document outlines the mandate of the Department and its obligations towards fulfilling its political mandate, as well as administrative, operational and corporate governance duties during the Medium Term Expenditure Framework (MTEF) cycle of 2010 - 2013.

In formulating the Strategic Plan, we derive our mandate from amongst others: the Manifesto of the ruling party; the Government's Medium Term Strategic Framework 2009-2014; and the President's State of the Nation Address.

In line with the President's clarion call for all in Government to pull together in the implementation of the Government's priorities, the Department of International Relations and Cooperation stands ready to discharge its mandate cognisant of the great responsibilities it is entrusted with.

The relocation of the Department of International Relations and Cooperation into its new premises augurs very well for a working environment that can only improve efficiency and expediency in the discharge of our responsibilities.

The Plan is categorised into 9 key priority areas, namely the

- Continued Prioritisation of the African continent;
- Strengthen Political and Economic Integration of SADC;
- Strengthen South-South Relations;
- Strengthen Relations with formations of the North;
- Strengthen political and Economic Relations;
- Participate in the Global System of Governance;
- Organisational support;
- Professional Services; and
- Organisational Strengthening.

The Plan builds on foundations that were laid in previous years and in particular the vision and direction set out by the Minister upon her appointment in May last year.

As we move forward in discharging our mandate, we are conscious of the expectations that the South African people have from Government, and the great responsibilities we carry to ensure that the Department aligns its work in order to contribute to the national priorities.

The Department will ensure that it utilises its human and other resources at Head Office and our Missions abroad effectively to discharge its responsibilities. The Human Resources Strategy for the MTSF Period 2010-2013 has been developed in order to be responsive to the national imperatives. Key to the strategy is the entrenchment of effective organisational processes, the management of the DIRCO talent pool, effective employee resourcing and utilisation, as well as management capacity building. Necessary interventions are continuously sought and applied to ensure that the DIRCO workforce is duly supported in the discharge of its duties through inter alia

training, capacity building and employee wellness programmes. One of the issues that we are currently reviewing is how the Department can better support the spouses/partners of transferred officials stationed in South African Missions abroad. In the same vein, the Department will also investigate a possibility of an appropriate legal framework that will take into account the unique working environment of a foreign/international relations Ministry. This exercise will be done by, amongst others, looking at best practices in other countries.

Through our Diplomatic Training, Research and Development Branch, we will also step up the training of our personnel in order to build the necessary skills for our work force. One of the key focus areas is the mainstreaming of economic diplomacy training at all levels of the diplomatic training programmes. This training will be extended to other Departments and spheres of government. The Policy, Research and Analysis Unit is also intensifying its policy research work as well as robust engagements with academia and other relevant stakeholders on key foreign policy issues. This discourse will in due course be taken to a higher level as the Department will soon engage in consultations on the envisaged White Paper on Foreign Policy.

Through our Corporate Services Branch, we will continue to improve the efficiency and effectiveness of processes, procedures and operations in order to contribute to the enhanced performance of the Department. A Key performance area in this regard is the provision of cutting edge ICT services that are commensurate to the mandate of the Department. We recognise that ICT represents one of the key business drivers of the Department and the ICT strategy has been designed to underline this imperative. We will also ensure that the responsibilities of other Corporate Services components namely; property and facilities management; supply chain management, financial management and security are executed with the expected efficiency and in compliance with the Public Finance Management Act (PFMA), Treasury Regulations, the Minimum Information Security Standards (MISS) and other relevant prescripts.

Our professional services that include State Protocol, Public Diplomacy, Legal Services as well as Consular Services remain key to the execution of our foreign policy and the invaluable services we provide to the political principals and the South African citizenry. We will continue to discharge these with the attendant importance.

The Strategic Plan forms the basis on which the Department will develop its Operational Plan, and the development of Business Plans of the different Branches as well as the completion of Performance Agreements of all officials.

As we table this Strategic Plan, we are inspired by the opportunity presented to the Department to consolidate its work and contribute to the building of our nation. We are further assured by the guidance and support we are receiving from our political leadership - Minister Maite Nkoana-Mashabane and Deputy Ministers Ebrahim Ebrahim and Sue van der Merwe.



international relations & cooperation

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA

MISSION STATEMENT

Vision

Our vision is an African continent, which is prosperous, peaceful, democratic, non-racial, non-sexist and united and which contributes to a world that is just and equitable

Mission

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

Strategic Focus

- Through bilateral and multilateral interactions protect and promote South African National interests and values
- Conduct and co-ordinate South Africa's international relations and promote its International Relations policy objectives
- Monitor international developments and advise government on foreign policy and related domestic matters
- Protect South Africa's sovereignty and territorial integrity
- Contribute to the formulation of international law and enhance respect for the provisions thereof
- Promote multilateralism to secure a rules based international system
- Maintain a modern, effective and excellence driven Department
- Provide consular services to South African nationals abroad
- Provide a world class and uniquely South African State Protocol service

Values

The Department of International Relations and Cooperation adheres to the following values:

- Patriotism
- Loyalty

- Dedication
- Ubuntu
- Equity
- Integrity
- Batho pele

Mandate of the Department

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

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

According to the South African Constitution, the President is ultimately responsible for the foreign policy and international relations of South Africa. It is the prerogative of the President to appoint Heads of Mission, to receive Foreign Heads of Mission, to conduct state to state relations and to negotiate and sign all international agreements. International agreements which are not of a technical, administrative or executive nature will only bind the country after being approved by Parliament. Parliament also approves ratification or accession of the country to multilateral agreements. All international agreements must be tabled in Parliament for information purposes.

The Minister of International Relations and Cooperation, in accordance with her Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of

South Africa's foreign policy and with the daily conduct of South Africa's foreign policy. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. In practice, the Minister consults the Cabinet and individual Cabinet Ministers on aspects of importance, as well as on crosscutting issues that have a bearing on the programmes of other Ministries and Departments.

In view of the Minister's overall responsibility, the Minister advises the Presidency and Ministers on those international matters in which they should be involved, provides them with strategic information on developments in the international arena, facilitates their participation at international events, and advises them on policy options that they may pursue in the national interest. Other Cabinet Ministers are required to consult the Minister of International Relations and Cooperation on their international engagements. From this practice at Cabinet level, which is a Presidential instruction, it follows that there must be a similar interaction between Departments.

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

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

Defining South Africa's Foreign Policy

Foreign policy is a multidimensional set of policies, principles, strategies, objectives, and plans that cannot easily be packaged into a neatly described formula. However, it is necessary to consider in broad but clear terms the general orientation of South Africa's foreign policy – which serve to define national values and also benchmarks foreign policy decision-making and strategies.

South African Presidents and Ministers have enunciated the principles underlying South Africa's foreign policy since 1994 in various fora. These include State of the Nation addresses, budget vote speeches, addresses to international

and regional bodies such as the United Nations, the African Union and the Non-Aligned Movement, as well as in various foreign policy discussion documents such as those for Heads of Mission Conferences and Strategic Planning initiatives. Despite some significant changes and developments in the global environment, these principles have remained consistent and enduring, and have taken on even greater significance given current international developments.

PRINCIPLES UNDERPINNING SOUTH AFRICA'S POLICY ON INTERNATIONAL RELATIONS

The principles which serve as guidelines in the conduct of our International Relations include:

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

OVERVIEW OF THE STRATEGIC PRIORITIES OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION FOR THE PERIOD 2010-2013

The work of the Department of International Relations and Cooperation remains anchored on the following overarching priorities as outlined in the Medium Strategic Framework for 2009-2014, namely:

- Continued Prioritisation of the African Continent;
- Strengthening political and Economic Integration of the SADC;
- Strengthening South-South Relations;
- Strengthening relations with Strategic Formations of the North;
- Strengthening political and economic relations; and
- Participate in the Global System of Governance.

The work of the Department is supported by the following activities:

- Organisational Support;
- Rendering of Professional Services; and
- Organisational Strengthening.

Priority 1 CONTINUED PRIORITISATION OF THE AFRICAN CONTINENT

The focus of South Africa's engagements on the African continent is to promote development, contribute to the resolution of conflicts; and the building of an environment in which socio-economic development can take place. The Government's view is that socio-economic development cannot take place in the absence of peace and stability, as these constitute the necessary conditions for sustainable socio-economic development. Similarly, socio-economic development is critical for addressing the root causes of conflict and instability. The following areas will receive priority attention:

- Implementing NEPAD and improving the regional climate for growth and development as well as placing the developmental requirements of the continent on the global agenda;
- Working towards the establishment of a South African Development Partnership Agency (SADPA) to promote developmental partnerships with other countries on the continent ;
- Advancing AU-EU Relations by supporting the implementation of the 1st Africa-EU Action Plan;
- Pursuing implementation of commitments made in support of NEPAD in the context of TICAD, FO-CAC, Korea-African Forum, India-Africa Forum and other emerging economies;
- Mobilising support for the harmonisation and rationalisation of Regional Economic Communities, as well as for the regional integration process and pursuing the implementation of the SADC/COMESA/EAC Tripartite Summit Decisions to accelerate economic integration of, and balanced economic development on the continent – with the aim of achieving economic growth and industrialisation, development infrastructure, reducing poverty and sustainable economic development;
- Strengthening the African Union and its structures as well as supporting and participating in all processes related to the implementation of the African Peer Review Mechanism;
- Contributing to the promotion of peace, security, and stability through, amongst others, engaging in preventive diplomacy sustaining our involvement in peace keeping operations in Africa. South Africa will also assist in the reconstruction and development of the African continent especially in post-conflict countries;
- Through continental and regional bodies, work towards the entrenchment of democracy and the respect for human rights on the African continent;
- Working towards sustained economic growth, on the African continent; and
- Promoting the attainment of the Millennium Development Goals in African countries by 2015.

AFRICAN UNITY AND INTEGRATION

The political and economic integration of Africa has been and will continue to drive the African Agenda. A commitment exists to provide impetus to this objective, which is rooted in the need to strengthen Africa's political, economic and social development agenda and to defend Africa's geo-strategic interests, which include being among equals in the global architecture.

Closely linked to the issue of continental integration is the need for integration at regional level. In terms of the Abuja Treaty, one of the key milestones for the attainment of the African Economic Community, is the rationalisation and harmonisation of the Regional Economic Communities (RECs) as the building blocs of the AU. It would be important to seek cohesion between Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC) and the Southern Africa Development Community (SADC) to prevail over African Union matters and to forge an Economic Regulatory Framework to complement economic cohesion within the respective Regional Economic Communities.

The mainstreaming of Gender issues into all activities of the AU and particularly in the arena of conflict mediation, poverty reduction, peacekeeping and post conflict reconstruction and development will be intensified.

The African Diaspora will be actively engaged, in particular, in relation to the promotion of the African Agenda. Special focus will be placed on closer linkage between opportunities and offers for capacity building and priority needs on the continent.

NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NEPAD)

The implementation of NEPAD at the national level is situated within the overall South African national development framework and strategy, vis-à-vis current priorities, e.g.:

- Fast-tracking implementation of programmes related to NEPAD priority sectors;
- Implementation of the recommendations of South Africa's Peer Review Report in terms of the South African Programme of Action (as coordinated by the Department of Public Service and Administration); and
- Utilising the Comprehensive Rural Development Programme (CRDP), as a platform for development and implementation of NEPAD and RISDP programmes within South Africa.

Considering the implementation of NEPAD in the Southern African region and in order to address development discrepancies that exist between the Member States of SADC, close alignment between the outward dimension of South Africa's national development framework and inward implementation of the RISDP is essential. A focus of this alignment would be in the context of spatial development initiatives, such as development corridors, growth triangles, growth centres and

transfrontier conservation and development areas. The second focal area entails the regional implementation of NEPAD Priority Sectors, as outlined above.

Within the Continental context, the expeditious integration of NEPAD into the AU structures and processes provides a significant step forward, especially in terms of the continental ownership of NEPAD as well as the AU serving as an implementing agent in its own right. A key aspect of the integration is the establishment of the NEPAD Planning and Coordinating Agency as a technical body of the AU, with the mandate to facilitate and coordinate the implementation of the continental and regional programmes and projects; *inter alia* mobilise resources and partners in support of the implementation of Africa's priority programmes and projects; conduct and coordinate research and knowledge management; monitor and evaluate the implementation of programmes and projects; and advocate for the AU and NEPAD vision, mission and core principles/ values.

Internationally, NEPAD has been positioned to form the core of Africa's South-South and South-North relationships. This has led to a host of international commitments in support of the implementation of NEPAD, such as the UN system programme for the support of NEPAD, the Millennium Development Goals; the UN Declarations in support of NEPAD; the G-8 Africa Action Plan; the European Union Strategy for Africa; the New Africa-Asia Strategic Partnership (NAASP); the Tokyo International Conference for African Development (TICAD); and Africa-India Forum and the Forum for China-Africa Cooperation (FOCAC). It is critical that these international commitments now be translated into concrete actions.

SOUTH AFRICA'S DEVELOPMENT ASSISTANCE

South Africa will continue with its priority of contributing to the socio-economic development on the African continent. One of the key vehicles for the disbursement of development funding is the African Renaissance Fund. In line with recent policy developments, the Government is now in a process of establishing a development agency, which will inform and direct the country's development assistance framework. It is envisaged upon the establishment of the South African Development Agency (SADPA), the African Renaissance Fund would be dissolved. The conceptual framework for the establishment of the Agency has been finalised and work is underway to develop a design and operational/organisational framework for the Agency,

PEACE AND SECURITY

Peace, security and stability are prerequisites for Africa's socio-economic development. South Africa will therefore continue with efforts to contribute towards the operationalisation of the AU organs for peace and security, such as the African Standby Force and the Early Warning Centre.

South Africa will continue to play an active role in peace

building efforts in the Great Lakes Region. A Disarmament, Demobilisation and Reintegration (DDR) process is underway and elections are due in 2010. In this regard, South Africa will continue to play a role in the promotion of peace and stability in East Africa.

Mediation has grown as an area of South Africa's diplomatic engagements as demonstrated by involvement in Zimbabwe, Sudan and the Great Lakes attests. Under AU and SADC mandates South Africa is facilitating mediation and peace-building efforts in Sudan and Zimbabwe respectively and is supportive of efforts by the SADC and AU to assist the people of Madagascar to restore constitutional normality. South Africa will continue to strengthen its capacity in this area and support the work of the AU High Level Panel in Sudan.

With reference to South Africa's contribution to peace, security and stability on the Continent, continued support will be given to SADC, AU and UN efforts aimed at bringing peace, security and stability in Africa. South Africa will continue with its contribution to Post Conflict Reconstruction and Development (PCRD) in Africa, in particular the DRC, Sudan, and Comoros in continuation of the work already initiated in those countries. In the context of PCRD, South Africa will conduct a review of its involvement on the continent to draw lessons and identify areas of focus for future engagements.

Priority will be given to supporting the development of an AU Security Sector Reform Framework as well as the mainstreaming of gender in peace missions in line with the AU Solemn Declaration on Gender Equality and UN Resolution 1325 (2000) on women, peace and security. South Africa will support the strengthening of cooperation between the AU Peace and Security Council and the UN Security Council, including the deepening of the partnership between the UN Peacebuilding Commission and the AU Commission for the coordination and harmonisation of post conflict reconstruction and development programmes in Africa.

In the regional context, South Africa will continue its support in strengthening the regional security architecture such as the operationalising of the recently launched SADC, the strengthening of the Regional Peacekeeping Training Centre in Harare and the launch of the Regional Early Warning Centre in Gaborone. South Africa will continue its support to all initiatives aimed at enhancing democratisation and good governance in the SADC region, particularly in the context of active participation in SADC Observer Missions to elections in member states scheduled for 2010. South Africa will also continue its participation in peacekeeping operations in Sudan and DRC.

DEEPENING BILATERAL RELATIONS

The consolidation and strengthening of bilateral political and economic relations with Africa remains the strategic focus area and South Africa will utilise current and planned structured bilateral mechanisms and high level

engagements to strengthen and expand cooperation in the political, security, economic and social spheres. As a consequence South Africa will deepen its traditional bilateral cooperation with African countries by engaging in sustainable partnerships for development in alignment with its national priorities. These partnerships for development will, *inter alia*, focus on:

- Strengthening democratic institutions and effective governance;
- Strengthening mechanisms for conflict prevention, peace building and post conflict reconstruction and development;
- Building capacity in the military, police sectors and assisting with security sector reform;
- Contributing to efforts to restore macro-economic and fiscal stability;
- Assisting in instituting legal and regulatory frameworks for trade and investment and financial markets;
- Supporting and assisting in establishing gender equity in institutions of governance and within civil society;
- Building capacity in education, training, and health services and on programmes to contain communicable diseases;
- Supporting the development of infrastructure to facilitate intra-African trade and investments;
- Forging partnerships to improve agricultural production for local consumption and for export;
- Cooperation on scientific and technological research;
- Assisting in the development of tourism and encourage cultural exchanges;
- Cooperation in the beneficiation of mineral resources and improve capacity in the energy sector; and
- Supporting the development of organised civil society, youth and other formations.

SOUTHERN AFRICA

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

In the DRC, South Africa is extensively involved in institutional and human resource capacity building. The convening of the Bi-National Commission (BNC) with the DRC and the implementation of identified Post Conflict Reconstruction and Development (PCRD) projects remain critical. In addition, South Africa will continue to be actively involved in the Security Sector Reform (SSR) in the DRC with a view to capacitating the DRC's defence force.

South Africa, together with the SADC countries, will continue to support the implementation of Zimbabwe's Global Political Agreement (GPA) and socio-economic reconstruction and development in the country paying particular attention to the country's Short Term Emergency Recovery Programme (STERP). In keeping with the SADC mandate, South Africa will continue to facilitate the political dialogue in Zimbabwe and assist the political leadership in that country to fully implement the Global Political Agreement. Contributing to Zimbabwe's economic recovery, the South African Government will encourage the private sector to invest in Zimbabwe following the conclusion of the Bilateral Investment Promotion and Protection Agreement (BIPPA) which was signed in November 2009. Following the successful meeting of the Joint Commission for Cooperation (JCC) with Zimbabwe, South Africa will intensify efforts to promote bilateral cooperation between the two countries on a range of areas.

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

Following the successful state visits to Angola and Zambia by the President, in August and December 2009 respectively, during which several agreements were signed, various efforts will be pursued to expand and deepen bilateral cooperation and increase the volume of two-way trade and investment with these neighbouring countries. High level visits will be undertaken in this regard.

Presidential Economic Commissions will be held with Namibia, Tanzania and Mozambique to further consolidate and enhance economic co-operation and in pursuit of economic growth and industrialisation. South Africa will also work to strengthen its co-operation with Namibia, Botswana, Mozambique and Zimbabwe in Joint Commissions on Defence and Security in pursuit of regional peace, security and stability.

WEST AFRICA

During 2010 - 2013, South Africa will intensify its diplomatic activities with countries of West Africa by consolidating and expanding its bilateral relations, and by supporting international and continental efforts aimed at strengthening peace and development in the region.

South Africa will continue to support the implementation of the Ouagadougou Agreement as a basis for entrenching peace and stability in Cote d' Ivoire. South Africa will also continue to monitor developments in Niger and will support the ongoing efforts by Ecowas to resolve the constitutional crisis in that country.

During the forecasted period, Bilateral Commissions will be held with the Republics of Mali, Nigeria, Ghana and Burkina

Faso. The practical expression of these structured bilateral relations is found in the developmental projects that South Africa is undertaking in the region. These range from the electricity generation project, and the rice and vegetable production project conducted jointly with Vietnam in Guinea-Conakry; the IBSA Livestock Development and Agricultural project in Guinea-Bissau; and the Cuban Medical Brigade in Mali. A number of projects aimed at capacity building for women in Burkina Faso have also been identified and submitted to the African Renaissance Fund for consideration.

South Africa will also continue supporting efforts towards entrenching peace, security and development in the region, by *inter alia*, supporting Post-Conflict Reconstruction and Development and establishing working relations with the Gulf of Guinea Commission.

CENTRAL AFRICA

Structured Bilateral Commissions will be held with the Republic of Gabon, Congo-Brazzaville, Cameroon and Sao Tome and Principe. Preparations will be made to launch the Joint Bilateral Commission with the Republic of Equatorial Guinea.

During the period 2010 - 2013, South Africa will continue implementing development projects in the region. This will range from capacity building projects in Sao Tome and Principe to projects in the Central Africa Republic and agriculture, energy and Infrastructure projects in Equatorial Guinea. South Africa will continue to support efforts by the UN and AU to stabilise the situation in Chad.

NORTH AFRICA

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

South Africa will continue to interact with Egypt, Libya, Tunisia and Algeria through Joint Bilateral Commissions and mid-term review meetings as part of ongoing efforts to strengthen relations in all spheres of cooperation. South Africa will also continue with its efforts to normalise relations with Morocco.

South Africa welcomes the return to constitutional order in Mauritania and will explore the possibilities of expanding political and economic cooperation.

In respect of Western Sahara, South Africa will continue to support UN and AU initiatives and encourage the parties to the dispute to find a just and lasting solution based on self-determination and decolonisation. South Africa will cre-

ate the legal framework for cooperation by concluding an Agreement on Political Consultations and will continue its humanitarian assistance programme to the Saharawi Arab Democratic Republic.

EAST AFRICA

During the 2010 - 2013 period South Africa will further strengthen its diplomatic relations through the hosting, and attending, of existing Structured Bilateral Commissions with Ethiopia, Rwanda, Sudan, Uganda and Sudan.

South Africa's facilitation efforts to end the conflict in Burundi have drawn to a successful close. The FNL is now fully integrated in the political institutions of Burundi and the country is preparing for the elections which will start in May 2010. Despite the full withdrawal of its military forces, South Africa, through enhanced bilateral cooperation, will continue to support Burundi in its efforts to bring sustained peace, economic development and democracy to the country.

South Africa will endeavour to strengthen political and economic relations with Kenya as the country continues on the path of constitutional reform and national reconciliation following the post-election violence of 2007.

In Sudan, South Africa supports the full implementation of the Comprehensive Peace Agreement (CPA). The implementation of the CPA between the Government of Sudan and the Sudan People's Liberation Movement has reached a critical stage, with upcoming elections in April 2010 and the referendum on self-determination to be held in January 2011. Since the signing of the CPA, South Africa has been assisting the Government of Southern Sudan with capacity and institution building. The ongoing conflict in Darfur remains an immense challenge for Sudan and the international community, and the peace-keeping mission of the AU/UN is facing challenges in deploying troops together with the continued postponement of the peace talks. South Africa will also support the African Union High Level Implementation Panel (AUHIP), led by former President Thabo Mbeki, in its extended mandate on reconciliation in the Sudan. In addition, South Africa will render support to the UN, IGAD, Qatar and Arab League initiatives for peaceful dialogue towards reaching a final solution on Darfur. South Africa will continue to play its role as Chair of the Post-Conflict Reconstruction and Development Committee on Sudan, as mandated by the African Union.

South Africa will continue to support Somalia's reconciliation efforts and will, as part of the international community, assist Somalia to find a peaceful and lasting solution to the crisis. In the interim and after the inauguration of the new Transitional Federal Government (TFG) as per the Djibouti processes, South Africa is working towards establishing official bilateral relations with Somalia.

South Africa supports a multilateral approach to the resolution of the conflict in the Comoros. South Africa believes that the solution to the crisis in the Comoros should be based on the implementation of the Fomboni and Beit Sa-laam Agreements signed by all islands in the Comoros in February 2001 and December 2003 respectively.

South Africa will continue to support efforts of the South African Development Community and the African Union, to resolve the political crisis in Madagascar through negotia-

tion processes within the framework of the Maputo and Addis Ababa Agreements aimed at the establishment of transitional institutions and the organisation of inclusive, credible, transparent, free and fair elections to ensure the return of constitutional rule in the country before the end of 2010.

With regard to Mauritius and Seychelles, high level and multi-sectoral technical visits will be undertaken to intensify bilateral relations.

Priority 2: SOUTHERN AFRICAN DEVELOPMENT COMMUNITY (SADC)

IMPROVING POLITICAL AND ECONOMIC INTEGRATION OF THE SADC

SADC, as a Regional Economic Community (REC), is one of the recognised building blocs of the AU. It is also one of the key implementing agents of the NEPAD programme. Within the region, SADC remains the primary vehicle for South African policy and action to achieve regional integration and development within all priority development sectors. In addition, the SADC Organ on Politics, Defence and Security is concerned with regional defence and security matters, including issues such as drug trafficking, conflict prevention and post-conflict reconstruction.

South Africa's strategy in SADC rests on three pillars, namely:

- Restoring, strengthening and maintaining the political unity and cohesion within SADC;
- Deepening regional economic integration; and
- Intensifying regional infrastructure development.

These pillars are aligned to the priorities decided by the 2006 SADC Summit in Lesotho namely:

- Politics, Defence and Security;
- Trade and Economic Integration;
- Regional Infrastructure and Services; and
- Special Programmes with regional dimensions such as food security, HIV and AIDS; and natural disasters.

While recognising that SADC has a broad agenda that

needs to be pursued, South Africa has identified the following priorities:

- Enhance political cohesion in the region;
- Advance SADC regional economic integration;
- Intensify efforts towards infrastructure development;
- Increase levels of food security; and
- Strengthen capacity in the SADC Secretariat.

The strengthening of political unity and cohesion of the SADC region within the context of peace, security, good governance and stability are prerequisites for human security in the region.

The advancement of SADC regional economic integration is embedded in the reality that the future of South Africa is intrinsically linked to that of the SADC region and the continent. Regional integration aims to prevent further marginalisation of the region within global affairs.

South Africa has recognised infrastructure development as a key component in consolidating a holistic (economic) SADC integration agenda. Infrastructure development is not only a prerequisite for market integration; it is paramount in addressing unemployment and the scourge of poverty.

In light of the diminishing food security in the SADC region, including the adverse effects of the global economic crisis and the oil-price turbulence, South Africa has recognised the significance of rural development and the need to support the SADC/FANR Food Security Bank.

South Africa remains committed to the strengthening the SADC Secretariat's capacity to deliver on the regional mandate of ensuring the prevalence of peace, security, good governance and economic integration.

Priority 3: STRENGTHENING SOUTH-SOUTH RELATIONS

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

In order to strengthen South-South cooperation, South Africa will work with countries of the South to create political, economic and social convergence for the fight against poverty, underdevelopment and marginalisation of the South. The focus will be on:

- Continued active engagement with organisations of the South (such as NAM, G77 & China);
- The implementation and monitoring of IBSA Agreements and Action Plans as well as facilitating sectoral co-operation in order to deliver tangible results for South Africa;
- Revitalising the New Africa Asia Strategic Partnership (NAASP) as a vehicle for South-South socio-economic co-operation; and
- Engage and support international efforts aimed at finding lasting solutions to regional and global conflicts situations.

South Africa has played a prominent role in advancing the development agenda of the South through its leadership roles in UNCTAD, the Non-Aligned Movement, Group of 77 & China, and the steering committees of NEPAD as well as the creation of co-operation pacts between Asia and Africa. Although South Africa currently does not occupy any leadership role in the groups of the South active in the UN system, South Africa remains at the forefront of the activities of organisations of the South such as the NAM, and G77 & China and will continue to promote a coherent and integrated implementation of the UN development agenda, including internationally agreed development goals.

Partnerships with countries of the South are critical to advancing not only South Africa's own development

needs, but also the African Agenda. South Africa therefore will continue to advance the principles underlying South-South Cooperation, which were adopted by the G77 Foreign Ministers in September 2008 and recognised by the UN High-level Conference on South-South Co-operation, which took place in Nairobi, Kenya, from 1 to 3 December 2009. It is important to note that these principles are recognised by developed and developing countries alike, as well as throughout the United Nations system. South Africa will also work with the different structures of the United Nations System in promoting South-South Cooperation.

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

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

South Africa and Indonesia, as co-chairs of NAASP will continue to drive the revitalisation of NAASP as a relevant vehicle for South-South socio-economic and development co-operation. South Africa will work with the African and Asian Champion Countries to ensure implementation of NAASP projects.

Priority 4 STRENGTHEN RELATIONS WITH STRATEGIC FORMATIONS OF THE NORTH

The Department will garner support from the developed countries of the North for South Africa's national priorities: education, health, rural development and land reform, creating decent work, and fighting crime. Furthermore, engagement with the North is aimed at advancing the devel-

opment needs of the Continent and the South. The focus in the medium term will be:

- Continue pursuing a developmental and investment-orientated approach to engagements with the North (such as the OECD, G8 and EU);
- Continue working for the Consolidation of the African Agenda through the implementation of relevant NEPAD programmes in all such engagements; and

- Maintain bilateral relations with relevant countries of the North to enhance cooperation with formations of the North.

At the multilateral level South Africa engages with countries of the North in the context of promoting the African Agenda and the Agenda of the South through participation at summits and dialogue with the G8 and G20. South Africa will enhance its partnership with Member States of the G8 to pursue cooperation with the latter and continue prioritising the implementation of commitments of past G8 summits whilst also pursuing a more inclusive process within the G8, based on partnership, equality and mutual respect.

South Africa also engages with the North in key global economic processes such as the Doha Development Round of the World Trade Organisation (WTO); the G8; the Organisation for Economic Co-operation and Development (OECD); the World Intellectual Property Organization; and the World Customs Union (WCO) to promote the Africa Agenda, in particular, and the broader development interests of developing countries in general.

In light of the Enhanced Engagement process with the OECD, South Africa will continue its approach of heightening its participation in the activities of the different committees of the OECD. SA will furthermore promote a Development Agenda with regard to intellectual property will be implemented by means of concrete proposals and well developed projects applied to the advancement of developing countries in organizations such as WIPO, the WTO and the WCO.

South Africa remains an active member of the Commonwealth participating in all meetings of the organisation at Senior Officials, Ministerial and Heads of Government level.

A new scale of assessment for member states, which was adopted by Heads of Government in Trinidad and Tobago during November 2009, continues to place South Africa as one of the top eight contributors, therefore serving as a permanent member on the Councils of the Commonwealth. This affords South Africa the opportunity to advocate in the Executive Committee and other fora, Commonwealth involvement in the development of Africa and in other issues of concern to developing countries.

High-level engagement with the European Union, including the EU's Strategy for Africa in terms of the Trade, Development and Co-operation Agreement (TDCA) and the Africa-EU Action Plan will continue. All stakeholders and national departments are involved in this process. A key priority will include the continued implementation of the Joint Action Plan of the SA-EU Strategic Partnership which was established on 14 May 2007. In this regard numerous additional political and functional dialogue fora have been established. These include closer cooperation in the areas of peace and security, health, ICT, migration, energy, and transport. Dialogues to be established include education and training, crime and justice, employment and social affairs, and customs. Furthermore, SA-EU political dialogue will be further deepened by consolidating outcomes of the regular SA-EU Summits, Ministerial Political Dialogue and Senior Officials meetings towards strengthening SA-EU economic and business relations. Another area of increased cooperation will be to give effect to, and strengthen support for SA-EU inter-parliamentary relations. South Africa will also continue to participate in negotiations aimed at concluding an Economic Partnership Agreement (EPA) between the SADC- EPA states and the EU. The objective of South Africa's participation will be to align the EPA with developmental objectives and regional integration imperatives.

Priority 5: STRENGTHENING POLITICAL AND ECONOMIC RELATIONS

The strengthening of political and economical relations is informed by government's policy priorities including the need for enhanced economic diplomacy.

The focus in the medium term will be to:

- Promote and expand bilateral partnerships that are aimed at advancing the economic interests of South Africa through structured mechanisms;
- Strengthen people to people cooperation through civil society organisations and other likeminded stakeholders;
- Promote the alignment and coordination of South Africa's international engagements amongst and

between all spheres of Government and between public and private sectors;

- Strengthen capacity in economic diplomacy at missions and Head Office;
- Improve marketing of South Africa and Africa abroad; and
- Improve the communication of South Africa's foreign policy positions, both in the foreign arena and domestically.

ASIA AND MIDDLE EAST

Central and East Asia

South Africa will continue to place high priority on the strategic partnership between the People's Republic of China (PRC) and intensify economic relations with Japan and the

Republic of Korea (ROK), as well as selected countries of Central Asia. Nearly sixty percent of South Africa's trade with Asia is with the countries of East Asia, which are also important sources of international development finance, direct investment, trade and tourism for the country.

South Africa will also continue to engage these countries to direct development assistance to the national priority areas of the South African Government. The emphasis in bilateral and multilateral engagements within the context of the Forum on China-Africa Co-operation (FOCAC), Tokyo International Conference on African Development (TICAD) and the Korea-Africa Forum (KAF) will be on the implementation of the various development initiatives for Africa, particularly to ensure that they are aligned to the NEPAD and REC priority programmes.

In 2010 South Africa and Japan will celebrate a centenary of official relations and the opportunity will be utilised to further strengthen bilateral relations. South Africa will also participate in the 2010 Shanghai World Expo, which will be attended by an anticipated 70 million visitors.

South Asia, South East Asia, and Australasia

The main thrust of South Africa's engagement with the countries of South Asia will revolve around the further strengthening of ties through supporting negotiations towards the conclusion of the SACU-India Preferential Trade Agreement (PTA). In support of the South African Government's five key national priorities, South Africa will also utilise its good relations with India to source much needed skills transfers and investments.

In South East Asia, South Africa will continue to build on the cordial political relations and will explore market opportunities in the region. South Africa will consider taking the lead in exploring ways to strengthen ties between SADC and ASEAN (Association for South East Asian Nations) since the two organisations are regional counterparts.

In Australasia, South Africa will continue to strengthen relations by boosting political and economic ties. Particular areas of engagement will include co-operation in science and technology, skills transfer (Australia) and agricultural development (New Zealand). Relations with the Pacific Islands will be further developed, especially in the consolidation of democracy and institution building. Across the whole region, more opportunities for addressing the country's key national priorities will be sourced.

Middle East

The Middle East remains of crucial importance to South Africa due to the fact that South Africa currently obtains approximately 62% of its oil imports from the region. South Africa's ten Embassies and two Consulates-General in the

fourteen countries of the region will continue to engage these countries to address the Government's five key national priorities.

Gulf States

South Africa's relations with the Gulf States have grown significantly since the mid-1990s. Not only is the Gulf the source of more than half of South Africa's crude oil requirements, but it has become a major market for South African products, a source of investment and home to a sizeable South African expatriate community. Several South African companies have representative offices in the Gulf and have been involved in major projects in the region in areas such as defence, construction and petrochemicals.

South Africa's relations with the Gulf are primarily of an economic nature and are focused on increasing trade and investment. Several Gulf companies have made large investments in South Africa, particularly in the mining, telecommunications and tourism sectors. Efforts to enhance the economic relationship will continue through the implementation of a focused inward investment strategy, which was approved by Cabinet in 2007.

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

Levant

South Africa continues to be actively engaged in assisting international efforts aimed at bringing about a lasting solution to the Israeli-Arab conflict, which involves the establishment of a viable Palestinian state, existing side by side in peace with Israel, within internationally recognised borders. Consequently the South African Government will continue to urge the Palestinian National Authority and Hamas to ensure that political unity in Palestine is re-established as a prerequisite for the advancement of the peace process.

Through commitments given at the Paris Donors' Conference towards the end of 2007, South Africa will continue to support capacity building projects within the Palestinian government structures and the economic reconstruction of the Palestinian territories to an amount of US\$ 1 million per annum, over a three year period. This support is offered in terms of South Africa's commitment to Palestine under the NAASP.

South Africa, similarly, adheres to its commitment to capacity and institution building in Palestine within the framework of the Indian-Brazil-South Africa (IBSA) Forum, which had also pledged to provide assistance to Palestine to the value of US\$ 1 million per annum, over a three year period.

South Africa has, in principle, supported the constitutional and democratic efforts to restore peace and security to Iraq. Following a successful visit by Iraqi parliamentarians in 2006 to share aspects of the South African transition and reconciliatory efforts with Iraq, similar visits took place during the second half of 2008 and it is the intention to facilitate similar such visits in future.

South Africa will pursue its economic engagement with Iraq, taking into account that the latter reportedly has the second largest oil reserves in the world. South Africa will also continue to cooperate with other countries in the region, such as with Syria, in the field of education, following the signing of a bilateral agreement in this area in November 2009. The aim of this arrangement is, inter alia, to establish a centre of learning on African studies in Syria and a centre of learning on Middle Eastern studies in South Africa, supported by academic institutions of both countries.

AMERICAS

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

The strong African Diaspora in the Americas will be actively engaged in particular in relation to the promotion to the African Agenda. Special focus will be placed on closer linkage between opportunities and offers for capacity building and priority needs on the continent.

South Africa's national interests, and those of Africa, will be pursued in all political, economic bilateral and regional interactions, with specific reference to the structured bilateral mechanisms. Focus will also be placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential and opportunities. Marketing initiatives will have a strong dimension of portraying South Africa as a stable democracy and safe investment destination.

Latin America and the Caribbean

Bilateral relations with Latin America and the Caribbean will continue advancing the development agenda of the South, in particular the African Agenda and the strengthening of co-operation amongst developing countries through active participation in groupings of the South at regional, interre-

gional and multilateral levels. A number of important incoming visits from Latin America during 2010 will provide a platform for closer co-operation and policy coordination. Of particular importance is the need to support the building of stronger and balanced relationships with Latin American and Caribbean countries. Consideration will be given to the hosting of a multi-sectoral workshop to devise a new strategy for strengthening economic and trade relations with Latin America and the Caribbean and follow-up work to be done during 2010-11.

The third South American-African Summit initiative will continue to play a role in pursuing South-South co-operation and will engage Latin American countries in preparations for this event, which will be hosted in Africa in 2011. In the medium and long term, focus will be on consolidating and implementing follow-ups to the Summit decisions and outcomes as a basis for strengthening South America-African co-operation.

The IBSA trilateral co-operation initiative is another important forum for advancing South South cooperation. South Africa looks forward to participation in the 3rd IBSA Summit in April 2010. It is also expected that the ratification of the SACU-MERCOSUR Preferential Trade Agreement will give impetus to inter-regional trade as a first region-to-region initiative of its nature between developing blocs. This will give further commercial value to the political sentiments of South South cooperation.

Bilateral relations with Latin America and the Caribbean will further be utilised to enhance economic, scientific, technical and business opportunities through structured bilateral mechanisms such as Joint Bilateral Commissions (JBCs) and high level engagements. South Africa is also engaged with the humanitarian and reconstruction processes in Haiti.

The Department will continue to emphasize the objectives of South Africa's national priorities and continental objectives as well as multilateral efforts in support of peace and stability in the Latin American and Caribbean region.

North America

The bilateral relations with the developed countries of North America (US and Canada) will be further strengthened with emphasis on promoting South Africa's strategic national priorities. The USA and Canada remain important partners within the context of North-South dialogue and are major contributors to foreign direct investment and official development assistance in South Africa. There has been a steady expansion of business, civilian and governmental links with North America and strong working partnerships have been established over a broad spectrum.

With the USA and Canada being among the leading economies in the world, the potential for further growth of bilat-

eral trade, investment and tourism will be actively pursued. South Africa is one of North America's leading trading partners in Africa; however, additional focus will be placed on renewable energy and a further diversification of trade.

The agendas of structured annual bilateral engagements have been aligned with South Africa's national priorities, the African Agenda and South Africa's positions in the multilateral arena. It is important to maintain the key role of the USA and Canada in the fight against communicable and infectious diseases, including HIV and AIDS. The continued support for the NEPAD within the Canadian Governmental structures, US Administration and Congress and the business sectors, with particular focus on the implementation of infrastructure and rural development projects, will be cultivated. South Africa will continue to prioritize the need for greater implementation of these projects, especially in view of the fact that the US and Canada form part of the G8 and other important multilateral fora.

The commitment of the USA and Canada to the African continent will be nurtured and utilised over the next three years to promote peace keeping, post conflict reconstruction and development, skills development, capacity building and trilateral cooperation.

EUROPE

Eastern Europe

The Eastern Europe region is of importance to South Africa's strategic objectives, which straddles a wide spectrum of political and economic interests. The region consists of countries that are major actors in regional and global politics and economics, through membership of organisations and groupings such as the UN (including UN Security Council), NAM, the G8 and G20 that are critical in advancing South Africa's, Africa's and the South's human security agenda. More importantly, there is renewed interest from the Eastern Europe member states to strengthen political and economic relations with South Africa and Africa.

Prior to the recent global financial and economic crisis, the region experienced a period of economic growth with rising incomes, GDP, trade and investment flows. Furthermore, the region is well endowed with minerals and energy resources, science and technology, education, skills and growing trade, investment and technical cooperation opportunities that can contribute to the advancement of South Africa's national priorities. Economic and commercial relations between South Africa and the region are growing apace, though from a low base.

In the medium term, South Africa will continue to strengthen political relations, economic and commercial diplomacy activities and people to people engagements through high level bilateral engagements, organised private sector partnerships, marketing and public diplomacy activities.

Central Europe

Since the 1990s the region has been undergoing a challenging but successful political, economic, social and cultural transition process. During the transition, Central Europe countries prioritised national political and economic governance and accession to the European Union and NATO in order to advance their individual and collective peace, security and development objectives. Currently seven Central European Countries have acceded to the EU and others are at different stages of the accession process.

In the last five years, Central Europe countries have shown a renewed interest to rekindle and strengthen their bilateral political and economic relations with South Africa and Africa in general.

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

More importantly, the seven EU member states in the region also qualify for the Trade and Development Cooperation Agreement (TDCA). In addition, membership of the EU including future EU membership for others puts them at the centre of SA and Africa's development partnership with the EU in the context of the SA-EU, SADC-EU and Africa-EU development partnership. In the medium term, South Africa will prioritise the enhancement of political and economic relations, commercial and technical partnerships, arts and culture cooperation as well as marketing and public diplomacy activities that will facilitate stronger partnerships with the region.

Western Europe

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

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

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

Economic cooperation will be continued including initiatives in support of the government's five national priorities in view of the shift from development assistance to development co-operation from Europe and scarcity of skills in South Africa. Diplomatic and economic relations with Western Europe will concentrate on the national priorities.

Mediterranean Europe

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

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

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

UK, Ireland and Benelux countries

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

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

Work within the framework of bilateral mechanisms with the countries of this region will concretise outcomes in the identified sectors such as education, science and technology, skills development, post settlement support following land restitution (Belgium), defence and police co-operation,

sports development and further consolidate the already existing strong relationships (UK, Ireland, Netherlands & Belgium). There are also well established partnerships in the area of development co-operation within the SADC region. Co-operation in multilateral fora will also be promoted in pursuit of South Africa and Africa's strategic objectives and effective multilateralism.

German-Speaking and Nordic Countries

The existing strong bilateral relations will be further consolidated with the German-speaking and Nordic countries. Germany is one of South Africa's strategic partners and the long and solid relationships with the Nordic countries, that supported the liberation movements, are still very strong and close today. The well-established bilateral relations continue to present opportunities for cooperation in a multitude of fields such as education, skills development, investment and job creation, science and technology. These governments will be engaged to identify and secure new projects and sustain good practices.

The German-speaking and Nordic Countries have a strong commitment to the AU and its programmes, which includes development cooperation both bilaterally, trilaterally and through the EU. Most countries are engaged in joint projects with Africa regarding inter alia capacity building, conflict prevention and resolution; and disarmament. A number of agreements have been concluded, which will provide the framework for further cooperation. Trilateral cooperation between South Africa, African and German-speaking and Nordic Countries will be further promoted to broaden joint development assistance into Africa and in particular the SADC region.

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

European Union

The EU is of strategic importance to Africa and is one of the key pillars of the international political and economic system. It remains South Africa's largest single trading partner and a main source of foreign direct investment. It is also South Africa's largest donor of official development aid. South Africa will, during 2010-2013, continue having regular high-level political dialogue and other meetings with the European Union, including under the Joint Africa-EU Strategy. In this regard, regular high-level political dialogue meetings are expected to take place at summit level (annually), ministerial level (twice per annum), through the annual meetings of the Joint Cooperation Council, as well as at senior officials level on issues of peace and security.

In terms of the comprehensive Trade, Development and Co-operation Agreement (TDCA), South Africa and the EU

are actively engaged in fully implementing the agreement and the new 35 articles under the Amending Agreement. All stakeholders and national departments are involved in this process, which is managed through an inter-Departmental Steering Committee.

Another key priority will include the implementation of the Joint Action Plan of the SA-EU Strategic Partnership,

which was established on 14 May 2007. In this regard numerous political and functional dialogue fora have been established.

Increased cooperation will continue to support the strengthening of SA-EU inter-parliamentary relations, following the signing in February 2008 of a Memorandum of Understanding between the two parliaments.

Priority 6: PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE

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

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

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

South Africa's multilateral interests

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

National priorities informs the vision of South Africa's international relations policy in creating a better South Africa, a better Africa and a better world and aims to counter threats that impact on global political and economic stability. South Africa's international relations policy therefore recognises that in order to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity. In this regard the organs and principal bodies of the United Nations system are of major importance for the maintenance of global peace and stability.

The 14th Ordinary Session of the African Union held in Addis Ababa on 31 January – 2 February 2010, endorsed South Africa's candidature as Africa's candidate for the non-permanent seat on the United Nations Security Council for the period 2011-2012. South Africa's envisaged candidature for 2011-2012 will be guided by its commitment to strengthening the multilateral system and its support for a broader multilateral approach to questions of international peace and security.

The UNGA is the central forum of the UN for developing countries due to its universal membership and democratic decision-making processes and South Africa continues to support all initiatives aimed at strengthening the UNGA and its role in multilateralism. South Africa is also supportive

of ongoing efforts of the Secretary-General to improve the effectiveness of the Secretariat and holds it accountable to Member States for the use of resources and implementation of mandates.

Whilst progress in respect of UN Reform was registered following the 2005 Millennium Review, some areas of reform still need attention. With regard to the Security Council reform, the intergovernmental negotiations were launched on 29 February 2009 in line with Decision 62/557 of the General Assembly focusing on the key aspects of categories of membership, the question of the veto, regional representation, size of an enlarged council and working methods as well as the relationship between the General Assembly and the Security Council. South Africa continues to engage constructively in the intergovernmental process.

UN Secretariat and management reform continues to be a focus by the UN membership given the increasing financial burden placed on Member States through the increasing Regular Budget and substantial increases in peacekeeping costs. This comes at the same time as many Member States continue to suffer the debilitating effects of the world financial crisis. In this regard, South Africa will continue to press for increased accountability and levels of system oversight, while at the same time promoting a more efficient, transparent and service-orientated Secretariat better able to respond to the mandates the Secretariat is expected to respond to.

In respect of UN programmatic and budgetary issues South Africa will continue to focus on increasing support to African development challenges in particular and developing countries in general. It is South Africa's view that greater programmatic attention should be paid to addressing the particular needs of poor and vulnerable communities.

Following the launch of the new system of the Administration of Justice in 2009, South Africa supports the move to recruit a better skilled and more mobile UN workforce, and in this regard is supportive of the move towards streamlining and simplification of UN employment contracts. South Africa will continue to engage actively in the ongoing debates and negotiations to advance these issues. In this regard, this debate has an impact of UN personnel serving in seventeen UN peacekeeping missions around the world, where the UN is engaging Member States on refining and improving delivery on mandates of peacekeeping missions.

Guidelines and criteria for a consistent and co-ordinated approach for identifying and fielding South African candidates for positions in international organisations to be filled as well as support of candidates of other countries in elections have been developed and advanced through Departmental management Structures. Once executive approval has

been received in this regard, the policy will be implemented in a coordinated fashion.

South Africa reaffirms its commitment to the protection of human rights and fundamental freedoms and is striving for the strengthening of the mechanism for the protection of, as well as the acknowledgement of, economic, social and cultural rights on par with all other human rights, including the right to development. South Africa also continues to be a major and influential player in the development of international human rights law. In this respect South Africa is part of the leading countries at the UN who continually evaluate the effectiveness of the existing human rights treaties and propose additional instruments in a norm and standard setting process with the view to updating and strengthening such treaties. South Africa has, in conjunction with members of the AU, been actively involved in the elaboration of human rights instruments.

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

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

Internationally there has been an increase in human vulnerability as a result of both the sudden onset of natural disasters and complex humanitarian emergencies. In recent times, the world has witnessed a serious and concerning disregard for International Humanitarian Law (IHL) and its fundamental principles during conflicts, especially where civilians are indiscriminately targeted. South Africa will therefore continue to interact within and support the UN Humanitarian System, specifically the implementation of the Hyogo Framework for Action through the International Strategy for Disaster Reduction's (ISDR) Global Platform for Disaster Risk Reduction, to contribute to the development of relevant international norms and standards in an attempt to alleviate human suffering. It will also co-ordinate South Africa's continued internalisation and compliance with relevant instruments of IHL. Following on this commitment to the development and implementation of IHL, South Africa will continue to co-host the ICRC Annual Regional Seminar on the Implementation of International

Humanitarian Law and will also consider, supporting and participating in the Swiss Government's initiative to disseminate the Montreaux Document on Private Military and Security Companies

Food Security remains one of the major challenges to the Region and Continent. South Africa will therefore continue to engage the UN Food Agencies within the context of the NEPAD Agricultural Priority and the Comprehensive African Agricultural Development Programme (CAADP) to ensure that the Agencies' programmes and work plans benefit the Continent and the Region. South Africa will also continue to engage in the reform follow-up processes of the relevant agencies to ensure that they respond to the particular needs of Africa efficiently.

In order to address the challenges of displaced persons, particularly in Africa, South Africa will continue to work with the United Nations High Commissioner for Refugees (UNHCR) and support their Repatriation, Re-integration and Rehabilitation programmes in order to contribute to the stability and sustainable development of the Continent. In the same vein, South Africa will continue to interact on issues related to migration, within relevant international forums like the United Nations, African Union, and International Organisation for Migration and with partners like the European Union, to advance the development dimension of migration and to better reflect the needs of developing countries within this debate.

South Africa continues to play an active role in all aspects of disarmament, non-proliferation and arms control as these relate to both weapons of mass destruction and conventional arms. While actively promoting and supporting the non-proliferation of weapons of mass destruction, with the goal of promoting international peace and security, South Africa will continue to promote the importance of ensuring that non-proliferation controls do not become the means whereby developing countries are denied access to advanced technologies required for their development. Current focus areas include the preparations for the Review Conferences of the Treaty on the Non-Proliferation of Nuclear Weapons (2010), the Bacteriological (Biological) and Toxin Weapons Convention (2011) and the conference to review progress made on the implementation of the UN Programme of Action on small arms and light weapons (2012), with particular emphasis on the interests of developing countries, including the promotion of access to technologies, co-operation and assistance.

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

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

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

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

South Africa continues to contribute to the implementation of existing as well as the development of new Multilateral Environmental Agreements (MEAs) and other multilateral processes as a way to foster a global partnership in addressing global environmental challenges. This involvement includes areas such as biodiversity, desertification, climate change and pollution, deep seabed exploration and marine and maritime protection.

The threat posed by climate change and the associated impacts contributing to the continued loss of biodiversity and desertification continues to present a major challenge, which South Africa is actively engaged in addressing through its participation at the multilateral negotiations under the United Nations Framework Convention on Climate Change (UNFCCC) and other international forums. A team of experts constituted by all the relevant departments as well as stake-holders from civil society will continue to interact with the international community in addressing strategies to combat these phenomena, most notably through the participation in the Bali Roadmap Process under the UNFCCC, which sets the framework of action for negotiations towards strengthening the climate regime up to and beyond the expiry of the first commitment period of the Kyoto Protocol in 2012. In addition, climate change will be discussed in a number of other international forums, including among others, the African Union, and the G20. SA has offered to host the 17th Session of the Conference of the Parties (COP17) on the UNFCCC in November/ December 2011 with the ultimate objective to reach agreement on the stabilization of greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous human interference with the climate system and within a time-frame sufficient to allow ecosystems to adapt naturally to climate change, to ensure that food production is not threatened and enable economic development to proceed in a sustainable manner.

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

South Africa has tabled its submission to the UN Convention on the Law of the Sea (UNCLOS) for an extended continental shelf which will result in an increase of South Africa's territory by between 175 000 and 1, 5 million square kilometres. It is expected that the hearing will most probably take place in 2010. The country is also seized with the discussions on the future of the International Whaling Commission and the performances review of a number of Fisheries Management Organisations such as the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR).

The South African government has recognised the fundamental importance of science and technology imperatives to inform not only the modern knowledge-based society in South Africa but also the wider political and economic strategy to address national and regional development priorities as well as the need for transfer of technology and skills as drivers for economic growth and development. In this con-

text South Africa will continue to participate actively in all relevant UN and other multilateral and regional bodies in particular to promote opportunities for developing countries, including African countries, to access capacity building programmes in the area of science and technology transfers.

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

International Law

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

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

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

ORGANISATIONAL SUPPORT

CORPORATE SERVICES

During the Medium Term Strategic Framework period 01 April 2010 to 31 March 2013 the Corporate Services Branch will continue to improve the efficiency and effectiveness of its processes, procedures and operations in order to contribute to the enhanced performance of the Department.

A comprehensive review of policies and procedures will be undertaken in identified priority areas that will enable those units to improve their functioning and therefore render considerably more improved services to the Department.

The following represent key priority focus areas for the Branch for the MTSF period:

1. ICT

ICT represents one of the key business drivers of the Department. As such ICT remains one of the fundamental structures necessary for the Department to perform optimally. Currently, all Head Office units and missions have been connected to a converged network called Voice over Internet Protocol (VoIP) and function on the same platform. The VoIP platform represents the latest in ICT technology and therefore efforts will be concentrated on maintaining and supporting the infrastructure by implementing measures for the optimal utilisation of the services provided.

The Department, in addition, will continue to automate Business Processes and to create a centralised data repository for Business Intelligence. An extended implementation of automated Business Processes and executive analysis through Business Intelligence will be undertaken during the 3 year period.

The specialised, unique nature of the business of the Department furthermore requires that specialised software and applications be developed. A methodological approach will be followed in developing such software and applications following a business case approach.

Departmental systems will be maintained and upgraded on a systematic basis and we will provide all the necessary hardware and peripherals to enable users to function and utilise these systems.

2. Property and Facilities Management

In the execution of its mandate, the Department relies on an optimal working environment.

The Corporate Services Branch will continue to ensure that all the required facilities at the Department's new Head Office and missions abroad function optimally and are constantly available for use by the Department.

Furthermore the Branch will continue to improve the continuous, full life cycle management of accommodation for our missions abroad. Following a decision taken by the Department in 2005, the Branch will continue its systematic acquisition (purchase) of foreign properties in support of our representational duties abroad.

During the MTSF period, the Branch will continue to maintain and keep properties and facilities in good state of repair in accordance with a comprehensive maintenance plan.

3. Finance

The provision of sound financial management to the Department as well as effective and efficient allocation of financial resources is one of the key focus areas of the Corporate Services Branch.

During the MTSF period 01 April 2010 to 31 March 2013, the Branch will improve its service to the Department through reviewing all existing policies and procedures and conducting a comprehensive review of its business processes.

The Branch will also ensure that the audits of the Annual Financial Statement are completed as prescribed and that the Department does not receive any adverse comments or an adverse audit opinion on these financial statements.

The Branch will comply with the Public Finance Management Act, the Treasury Regulations and other relevant pre-cripts in ensuring the implementation of the latest accounting and financial management requirements.

4. Consular Services

Consular Services represent the services that the Republic is mandated to render to its citizens abroad under the Vienna Convention on Consular Relations, 1963. Legalisation Services are those services rendered to citizens who require public documents for use abroad. This is mandated in terms of the Rules of the High Court and The Hague Convention Abolishing the Requirement of Legalisation for Foreign Public Documents of 1961.

In providing effective, efficient and professional services the Department has advanced with a feasibility study on the creation of a Consular Career Group and commenced with research in respect of developing a Consular Governmental Policy in order to render consular services within a defined legal structure. To ensure preparedness for consular interventions during the 2010 FIFA World Cup operational procedures for the Consular Incident Command Centre are in place. The marketing of the web-based application ROSA (Registration of South Africans Abroad) that allows the South African international-travelling public to register their details on-line will continue in close liaison with the travel industry.

5. Supply Chain Management

One of the key priority areas of the Department is the provision of departmental requirements (goods and services) in the right quantity, according to the right specification, meeting the right quality requirements, at the right time and delivered to the right persons/ units.

In achieving this priority during the Medium Term Strategic Framework period, the Branch will continue with the comprehensive review of its policies, procedures and business process with a view to making these more effective and efficient.

Furthermore, during the Medium Term Strategic Framework period, the Branch will continue with the compilation of an accurate asset register, in accordance with the requirements of the PFMA and National Treasury Guidelines.

6. Security

During the 3 year focus period, in order to ensure the security of people, information and assets/facilities of the Department, the Department will comprehensively review and update its security capacity and provide the necessary security services to the Department.

Internal and mission security audits for the identification of risks will be conducted and effective physical and electronic systems designed and implemented.

A physical security control system that consists of efficient access and exit control to ensure the integrity of the premises at Head Office and Missions abroad will be implemented.

A plan will be formulated and implemented for the vetting of all departmental officials on a cyclical basis.

Effective, efficient security policies and procedures will be formulated and formalised.

During the Medium Term Strategic Framework period, the Department will ensure full compliance with the requirements of the Minimum Information Security Standards.

7. Internal Audit

The Internal Audit Unit will continue to promote and assist in developing, maintaining and implementing the Department's internal control and good governance systems, by providing the Department with an independent, objective assurance activity designed to add value, and to 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

During the years 2010 to 2013, Internal Audit will be focusing on assisting the Department with development and en-

hancing the systems of internal controls for all Head Office components and which will enable the Branches to proactively manage SA Diplomatic Missions abroad.

PROFESSIONAL SERVICES

State Protocol

The Branch State Protocol regulates the diplomatic communities in the Republic through the Diplomatic Immunities and Privileges Act, which encompasses the Vienna Conventions on Diplomatic and Consular Relations and the United Nations Conventions on Privileges and Immunities. The Branch ensures that the Diplomatic Corps comply with the entire legal framework of South Africa. The Department continues with the analysis of functions and the development of a Business Process Management system to institute simplified processes to regulate the diplomatic community according to international best practice.

State Protocol is responsible for incoming and outgoing state visits, intergovernmental and provincial protocol services, protocol ceremonial, managing presidential, State Protocol Lounges and the diplomatic guesthouses. It is also responsible for the facilitation of international conferences as well as managing in-house facilities and diplomatic immunities and privileges.

South Africa's international profile continues to grow with the increase in the volume of interaction with the international community. Consequently the demand on the services of State Protocol continues to increase and the Branch remains the central point in providing protocol advice and support to Governmental Organisations, the private sector and the FIFA 2010 Soccer World Cup Local Organising Committee (LOC).

The King Shaka State Protocol Lounge at La Mercy in Kwa-Zulu Natal will be inaugurated in 2010 and will ease pressure to an ever increasing flow of dignitaries amongst others the World Cup. The facilitation of the VIP's from State Protocol Lounges in Cape Town and Johannesburg will further confirm the increase in numbers of dignitaries who pass through the Lounges.

Public Diplomacy

Emerging trends in International Relations require governments worldwide to broaden the playing fields by facilitating the involvement and participation of non-state actors and private business, national and multi-national, in the country's Public Diplomacy activities. These non-state actors bring the critical mass and expertise required to manoeuvre in the murky waters of global competition. It is therefore the duty of Public Diplomacy to find creative ways of promoting our national interest and the national

security of our country through understanding, informing and influencing foreign publics and broadening dialogue among South Africans.

Public Diplomacy coordinates all Departmental efforts that are aimed at shaping the communication environment here at home and abroad, where South Africa's foreign policy is played out. This is done in order to reduce the degree to which misperceptions and misunderstandings can complicate relations between South Africa and other nations. Noting that there is growing realisation that civil societies, international NGOs, business and the whole of government have a reinforcing effect on a country's foreign policy activities, Public diplomacy seeks to manage these government-sponsored programmes intended to inform and influence public opinion. Marketing notions such as branding have been incorporated by public diplomacy scholars to great effect to cover countries, regions and cities.

Against this background, the role of the Public Diplomacy Branch is to manage the communication of a correctly packaged set of services, government policies, legislation and regulations, and incentives that promote good corporate citizenship and attract investments. Whilst the critical needs of our constituencies is primarily determined through the Cabinet Lekgotla and government Clusters, our functional role is to assist in translating these needs into relevant product and service offerings for the defined target groupings. The target audiences include the South African public, civil society, private sector, non-state actors, media (local and international), and the international community at large.

To ensure that our country remains a competitive player on the global market, we will integrate all our Public Diplomacy activities with the novel concept of branding our country and DIRCO, in partnership with the International Marketing Council (IMC) and SA Tourism. Furthermore, it is the role of Public Diplomacy to set, explain and facilitate the use of good marketing principles within DIRCO and incorporate information and measurement, the co-ordination of distribution and communication vehicles of DIRCO. It is part of our plans to ensure that the suggested brand architecture be developed to facilitate DIRCO's proposition development and communication with different customers. We will also be developing a brand management framework for the Department to ensure consistency across the Department and to foster best practices in brand identity management and communication.

ORGANISATIONAL STRENGTHENING:

Diplomatic Training, Research and Development (DTRD)

The Branch: Diplomatic Training, Research and Development addresses the skills developmental needs of

the Department whilst developing a cutting edge policy research capability within the organisation. The branch conducts research into long-term global drivers, geo-strategic shifts and predicted outcomes for South Africa and Africa.

PRAU occupies a unique position because it is the only research unit in South Africa which has access to our diplomatic missions abroad and therefore understands diplomatic practice and its dynamics. It is positioned to provide cutting-edge and well-coordinated policy reflection that will facilitate informed policy formulation. It provides a platform for an interface between the Department of International Relations and Cooperation and similar structures in other Government Departments, as well as with academia, the private sector and civil society in general. PRAU also hosts Discussion Fora on important and emerging foreign policy issues, *inter alia*, influencing its research recommendations

The strategic priority of the Diplomatic Academy is to reposition the Foreign Language Directorate as the primary vehicle for developing foreign language capacity across the public service, in order to pursue South Africa's foreign policy and cooperation objectives globally. The Academy is also envisioned to consolidate and develop generic skills within the Department for organisational effectiveness, thus creating a platform for enhanced service delivery.

This branch, therefore, aims to pursue two-fold objectives, namely:

- To provide training and development to Employees of the department, Unemployed youth through learnerships, Graduates through a cadet programme for possible employment in the department in contribution to Government's priority programmes and the enhancement of individual and organisational performance; and
- To conduct Research and Analysis on issues pertaining to South Africa's International Relations and Cooperation Programmes.

These objectives will be underpinned by the following strategic thrusts over the next three years:

- Training and Development of skilled and competent Diplomats;
- Develop a comprehensive strategy around the main-streaming of economic diplomacy training for the different spheres of government;
- Strengthen strategic partnership to enhance organisational capacity;
- Implement knowledge management strategy and enhance organisational capacity; and
- Reposition the language institute as a government-wide institution.

Human Resources

HR continues to ensure that the department has employees who can make a difference for South Africa through the rendering of professional HR services.

The efforts that we put in our work during 2009/10 have provided us with an appropriate platform to consolidate initiatives aimed at improving services to our internal customers.

Some of these initiatives included partnering with internal stakeholders, positioning DIRCO in the employee market, laying the foundation for an improved remuneration framework, expanding wellness offerings to specific groups and the implementation of the reviewed PMDS Policy. We will continue to build on the work done to enhance the organisational culture and climate as we implement interventions aimed at entrenching the desired culture within DIRCO.

Much work has been done to improve the conditions of service of Locally Recruited Personnel (LRP) including investigations aimed at improving the Remuneration Framework for LRP.

We have refined our strategic priorities and they are as follows:

- Effective HR Organisational Processes;
- Efficient Employee Resourcing and Utilisation;

- Effective Talent Management; and
- Management Capacity Building.

In the period ahead we will pursue the strategic priorities by paying special attention to the following key areas:

- Researching and advising on the development of the Foreign Service Act;
- Facilitation of the development of appropriate organisational structure;
- Implementation of the new aspects of the Hardship Missions support programmes;
- Implementation of the comprehensive spousal support programmes;
- Refinement and expansion of career management interventions;
- Finalisation and implementation of the reviewed Labour Relations Policy Framework;
- Consolidation of the Posting Management Framework; and
- Development and implementation of capacity building programmes for Management.

The work of Human Resources is aligned to the Departmental Strategic Plan and ensures that the programmes and policies are responsive to and focus on the current and future needs of the Department.

KEY PRIORITY AREA: CONTINUED PRIORITISATION OF THE AFRICAN CONTINENT

Expected Accomplishments/Outcomes:

Contribute to the creation of a better Africa.

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/2013
To pursue African advancement through strengthening of bilateral relations on African continent	Strengthened and expanded cooperation in economic, political and social spheres	Utilise structured bilateral and high level engagements to strengthen and enhance economic, political and social relations	Utilise structured bilateral and high level engagements to strengthen and enhance economic, political and social relations	Utilise structured bilateral and high level engagements to strengthen and enhance economic, political and social relations
To work towards sustained economic growth and development on the African continent	Enhanced socio-economic and political cooperation with African countries	Engage with stakeholders	Engage with stakeholders	Engage with stakeholders
To contribute to the entrenchment of democracy and human rights on the African continent	Monitored and participated in relevant organisations dealing with democracy and human rights on the Continent	Engagement of relevant stakeholders	Engagement of relevant stakeholders	Engagement of relevant stakeholders

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/2013
To contribute to the Strengthening of the African Union and its Structures	Strengthened governance and capacity in the AU Provided support to the Pan-African Parliament (PAP) Supported the operationalisation of the AU Financial Institutions. Engaged the African Diaspora internationally Supported continental civil society participation	Support the transformation of the AU Commission into the AU Authority.	Support the transformation of the AU Commission into the AU Authority.	Support the transformation of the AU Commission into the AU Authority.
		Support the implementation of the AU Audit Report recommendations.	Support the implementation of the AU Audit Report recommendations.	Support the implementation of the AU Audit Report recommendations.
		Implementation of the SA Second-ment Policy	Implementation of the SA Second-ment Policy	Implementation of the SA Second-ment Policy
		Facilitate fulfilment of mutual obligations in terms of the PAP Host Country Agreement.	Facilitate fulfilment of mutual obligations in terms of the PAP Host Country Agreement.	Facilitate fulfilment of mutual obligations in terms of the PAP Host Country Agreement.
		Support process of construction of the PAP permanent building	Support process of construction of the PAP permanent building	Support process of construction of the PAP permanent building
		Support the operationalisation of the AU Financial Institutions.	Support the operationalisation of the AU Financial Institutions.	Support the operationalisation of the AU Financial Institutions.
		Engage with the African Diaspora internationally on Africa's development initiatives.	Engage with the African Diaspora internationally on Africa's development initiatives.	Engage with the African Diaspora internationally on Africa's development initiatives.
To participate in all processes related to the implementation of the African Peer Review Mechanism (APRM).	Contributed to improved governance on the Continent	Support processes and activities	Support processes and activities	Support processes and activities
		Participate in APRM processes	Participate in APRM processes	Participate in APRM processes

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/2013
To engage and support international efforts of the AU and UN aimed at finding lasting solution to conflict solutions on the African continent as well as conflict elsewhere	Facilitated participation in processes aimed at resolving conflict in Africa	Participation in identified processes	Participation in identified processes	Participation in identified processes
To support continental integration processes	Supported continental integration processes through, inter alia, the harmonisation and rationalisation of Regional Economic Communities (RECs)	Support the mandate of the AU Ministers of Integration and other continental integration initiatives.	Support the mandate of the AU Ministers of Integration and other continental integration initiatives.	Support the mandate of the AU Ministers of Integration and other continental integration initiatives.
To contribute to the promotion of peace, security, and stability in Africa by, among others, involvement in peace keeping operations.	Supported regional and multilateral initiatives to entrench a continental peace and security architecture	Participate in identified processes and institutions	Participate in identified processes and institutions	Participate in identified processes and institutions
To assist in the reconstruction and development of the African continent especially in post-conflict situation countries.	Identified and engaged countries and institutions in conflict -resolution in Africa	Engage identified countries and institutions	Engage identified countries and institutions	Engage identified countries and institutions
To support implementation of AU multilateral partnerships	Supported Post Conflict Reconstruction and Development (PCRD) in identified countries	Facilitate and coordinate SA contribution to PCRD programmes	Facilitate and coordinate SA contribution to PCRD programmes	Facilitate and coordinate SA contribution to PCRD programmes
To promote implementation of NEPAD programmes.	Coordinated with multilateral partnerships	Utilise identified multilateral partnerships to realise and implement commitments	Utilise identified multilateral partnerships to realise and implement commitments	Utilise identified multilateral partnerships to realise and implement commitments
To support implementation of NEPAD programmes.	Supported interdepartmental activities to enhance programmes related to Joint AU/NEPAD Africa Action Plan.	Participate in follow-up meetings	Participate in follow-up meetings	Participate in follow-up meetings
To promote implementation of NEPAD programmes.	Supported interdepartmental activities to enhance programmes related to Joint AU/NEPAD Africa Action Plan.	Support SA government departments in facilitation of programmes related to the Joint AU/NEPAD Africa Action Plan	Support SA government departments in facilitation of programmes related to the joint AU/NEPAD Africa Action Plan	Support SA government departments in facilitation of programmes related to the joint AU/NEPAD Africa Action Plan

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/2013
	Multilateral and bilateral support for the implementation of the Joint AU/NEPAD Africa Action Plan	Promote the Joint AU/NEPAD Africa Action Plan in identified bilateral, regional and multilateral engagements	Promote the Joint AU/NEPAD Africa Action Plan in identified bilateral, regional and multilateral engagements	Promote the Joint AU/NEPAD Africa Action Plan in identified bilateral, regional and multilateral engagements
To manage South Africa's International Development Assistance	Managed the African Renaissance Fund	Manage the African Renaissance Fund	Manage the African Renaissance Fund or successor agency	Manage the African Renaissance Fund or successor agency
	Established and implemented the South African Development Partnership Agency	Develop the SADPA framework and obtain approval	Operationalise and manage SADPA	Manage SADPA
To promote the attainment of the Millennium Development Goals (MDGs) in African countries by 2015.	Advocated the delivery of commitments aimed at realising MDGs	Engage development partners	Engage development partners	Engage development partners
		Pursue the attainment of MDGs through bilateral and multilateral engagements	Pursue the attainment of MDGs through bilateral and multilateral engagements	Pursue the attainment of MDGs through bilateral and multilateral engagements
To pursue African advancement through strengthening of bilateral relations on African continent	Strengthened and expanded cooperation in economic, political and social spheres	Utilise structured bilateral and high level engagements to strengthen and enhance economic, political and social relations	Utilise structured bilateral and high level engagements to strengthen and enhance economic, political and social relations	Utilise structured bilateral and high level engagements to strengthen and enhance economic, political and social relations

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

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

Objectives	Outcomes/Deliverables	Indicators/Target	
		2010/11	2011/12
To contribute to the strengthening of the political cohesion of SADC	Engaged in activities that will strengthen the political cohesion of SADC	Support SADC efforts to entrenched democracy, human rights, good governance and resolve conflict in SADC Member States	Support SADC efforts to entrenched democracy, human rights, good governance and resolve conflict in SADC Member States
		Participate in the processes to build capacity in SADC Secretariat	Participate in the processes to build capacity in SADC Secretariat
To contribute to the strengthening of governance and capacity in SADC Secretariat.	Contributed to the strengthening of governance and capacity in SADC, especially in the Secretariat	Participate in SADC Troika deliberations	Participate in the processes to build capacity in SADC Secretariat
		Facilitate recruitment and secondment of South African candidates to posts within SADC Secretariat	Facilitate recruitment and secondment of South African candidates to SADC Secretariat
To promote regional integration	Coordinated the interdepartmental regional integration task team on integration within SADC, SACU and the SADC/EAC/COMESA Tripartite initiative.	Coordinate the activities of the interdepartmental regional integration task team on integration.	Coordinate the activities of the interdepartmental regional integration task team on integration.
		Participate in SACU deliberations on integration	Participate in SACU deliberations on integration
	Contributed towards SADC Regional Economic Integration Agenda through structured bilateral and high level engagements	Include regional economic integration on agenda of structured bilateral with SADC Member States	Include regional economic integration on agenda of structured bilateral with SADC Member States

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2011/12
	Contributed to SADC poverty reduction strategy	Contribute to SADC Poverty Reduction Strategy also in terms of the attainment of the MDGs	Contribute to SADC Poverty Reduction Strategy also in terms of the attainment of the MDGs	Contribute to SADC Poverty Reduction Strategy also in terms of the attainment of the MDGs
To promote infrastructure development and the coordinating of multi-sectoral plans.	Supported the location of regional infrastructure development within the regional integration agenda in collaboration with NEPAD, NEPAD business fora and the SADC Secretariat as well as the SADC/ EAC/ COMESA initiative	Liaise with the stakeholders to develop regional infrastructure	Liaise with the stakeholders to develop regional infrastructure	Liaise with the stakeholders to develop regional infrastructure
To pursue a developmental agenda through SADC-EU EPA negotiations	Strengthened SADC-EU cooperation within the Berlin process	Participate in Ministerial Troika Meetings	Monitor and influence developments of the Berlin process	Monitor and influence developments of the Berlin process
To support regional mechanism for maintaining peace and stability in the region	Coordinated South African positions in Defence, Intelligence, Humanitarian , Police and Correctional issues	Coordinate SA participation in scheduled SADC Organ on Politics , Defence and Security meetings on peace and security	Coordinate SA participation in scheduled SADC Organ on Politics , Defence and Security meetings on peace and security	Coordinate SA participation in scheduled SADC Organ on Politics , Defence and Security meetings on peace and security
	Coordinated SA contribution to the establishment of SADC Early Warning Centre	Coordinate SA contribution to the establishment of SADC Early Warning Centre	Coordinate SA contribution to the establishment of SADC Early Warning Centre	Coordinate SA contribution to the establishment of SADC Early Warning Centre
	Coordinated and participated in Election Observer Missions	Coordinate SA participation in SADC Election Observer Missions	Coordinate SA participation in SADC Election Observer Missions	Coordinate SA participation in SADC Election Observer Missions

KEY PRIORITY AREA: STRENGTHEN SOUTH – SOUTH RELATIONS

Expected Accomplishments/Outcomes:

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

Measurable Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/13
To continue active engagement with Organisations of the South (such as NAM, G77 & China)	Pursued the integration of Africa's developmental priorities on the agenda of organisations of the South.	Promote common positions of the South in respect of the developmental priorities of Africa in multilateral fora.	Promote common positions of the South in respect of the developmental priorities of Africa in multilateral fora.	Promote common positions of the South in respect of the developmental priorities of Africa in multilateral fora.
	Promoted and consolidated intra-African, Caribbean and Pacific Group of States (ACP) cooperation and positions	Participation in ACP structures and processes.	Participation in ACP structures and processes.	Participation in ACP structures and processes.
	Expanded cooperation and participation in the Indian Ocean Rim Association for Regional Cooperation (IOR-ARC)	Participate in identified structures and processes of IOR-ARC	Participate in identified structures and processes of IOR-ARC	Participate in identified structures and processes of IOR-ARC
To promote the implementation and monitoring of IBSA decisions, Agreements and Action Plans	Promoted the agenda of the South through structured high-level engagements Strengthened bilateral, trilateral and multilateral coordination in the IBSA Forum.	Participate in the finalisation of the revised Charter governing the IOR-ARC Coordinate SA participation in IBSA structures and processes	Coordinate SA participation in IBSA structures and processes Host IBSA Summit	Coordinate SA participation in IBSA structures and processes

Measurable Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/13
	Co-ordinated the identification of and submission of projects for funding by the IBSA Trust Fund.	Submit identified projects for consideration by the Board of the IBSA Trust Fund.	Submit identified projects for consideration by the Board of the IBSA Trust Fund.	Submit identified projects for consideration by the Board of the IBSA Trust Fund.
To revitalise the New Africa Asia Strategic Partnership (NAASP) as a vehicle for South-South socio-economic co-operation.	Supported the strengthening of activities in of socio-economic and development cooperation.	Participate in all identified processes of NAASP.	Participate in all identified processes of NAASP.	Participate in all identified processes of NAASP.
		Monitor implementation and progress of NAASP projects	Monitor implementation and progress of NAASP projects	Monitor implementation and progress of NAASP projects
To strengthen bilateral relations with countries of the South	Strengthened cooperation with countries of the South in support of the African agenda and the agenda of the South	Promote the agendas of the South and Africa through structured bilateral and high-level engagements	Promote the agendas of the South and Africa through structured bilateral and high-level engagements	Promote the agendas of the South and Africa through structured bilateral and high-level engagements

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

Expected Accomplishments/Outcomes:

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

Measurable Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/13
To pursue a developmental and investment-oriented approach to engagements with the North	Strengthened cooperation with countries of the North in support of the African agenda and the agenda of the South	Engage with development partners Participate in activities and identified structures of organisations of the North Promote the agendas of the South and Africa through structured bilateral and high-level engagements	Engage with development partners Participate in activities and identified structures of organisations of the North Promote the agendas of the South and Africa through structured bilateral and high-level engagements	Engage with development partners Participate in activities and identified structures of organisations of the North Promote the agendas of the South and Africa through structured bilateral and high-level engagements
To generate support for the execution of the African Agenda and NEPAD programmes from countries and formations of the North	Increased support for the African agenda and NEPAD programmes	Integrate the African Agenda and NEPAD programmes into bilateral and multilateral interactions with the North	Integrate the African Agenda and NEPAD programmes into bilateral and multilateral interactions with the North	Integrate the African Agenda and NEPAD programmes into bilateral and multilateral interactions with the North
To leverage bilateral relations with countries of the North	Support mobilised from development partners and organisations of the North in support of SA's national priorities	Promote the agendas of the South and Africa through structured bilateral and high-level engagements Identify partners and pursue projects for bilateral North-South Cooperation in pursuit of SA's national priorities	Promote the agendas of the South and Africa through structured bilateral and high-level engagements Identify partners and pursue projects for bilateral North-South Cooperation in pursuit of SA's national priorities	Promote the agendas of the South and Africa through structured bilateral and high-level engagements Identify partners and pursue projects for bilateral North-South Cooperation in pursuit of SA's national priorities

KEY PRIORITY AREA: PARTICIPATE IN THE GLOBAL SYSTEM OF GOVERNANCE

Expected Accomplishments/Outcomes:

Strengthened rules-based multilateral system.

Measurable Objectives	Outcomes /Deliverables	Indicators/Target		
		2010/11	2010/12	2010/13
To participate in the global economic reform processes through continued engagement with the international and regional economic and financial institutions.	Promoted the reform of the international financial architecture, including increasing the voice and representation of Africa and the South	Participate in identified meetings. Support national participation in the debate on the reform of the international financial architecture	Participate in identified meetings. Support national participation in the debate on the reform of the international financial architecture	Participate in identified meetings. Support national participation in the debate on the reform of the international financial architecture
To support South Africa's participation in the G20	Supported South Africa's engagement in G20 processes.	Participate in the Summits and other relevant processes of the G20.	Participate in the Summits and other relevant processes of the G20.	Participate in the Summits and other relevant processes of the G20.
To work with like minded countries in forging a collective vision for the transformation of global governance	Participated in the reform of the multilateral system to be more responsive to the developmental needs of developing countries.	Contribute to promotion of fair and equitable global governance	Contribute to promotion of fair and equitable global governance	Contribute to promotion of fair and equitable global governance
To identify and promote South Africa's candidatures on strategically identified organizations and bodies of the multilateral system	Identified strategic fora in the multilateral system for South Africa to serve on	Pursue South Africa's candidature for the 2011 – 2012 non-permanent seat on the UNSC	Pursue identified candidatures	Pursue identified candidatures

Measurable Objectives	Outcomes /Deliverables	Indicators/Target		
		2010/11	2010/12	2010/13
To support South Africa's participation in WTO towards the conclusion of the Doha Development Round of negotiations.	Monitored and reported on the developments in respect of the Doha Development Round of negotiations and report to stakeholders	Monitor and report on the DDR	Monitor and report on the DDR	Monitor and report on the DDR
To engage within global governance institutions on political, economic and security matters.	Promoted positions of the South, specifically Africa, in the engagement of multilateral institutions dealing with security, sustainable development and human rights issues.	Contribute to deliberations in all relevant multilateral institutions	Contribute to deliberations in all relevant multilateral institutions	Contribute to deliberations in all relevant multilateral institutions
	Coordinated South African international humanitarian assistance to victims of conflict and disaster.	Coordinate identified activities.	Coordinate identified activities.	Coordinate identified activities.
	Advocated the mainstreaming of gender equality, and the empowerment of women in international fora.	Promotion of the mainstreaming gender issues in international fora	Promotion of the mainstreaming gender issues in international fora	Promotion of the mainstreaming gender issues in international fora
	Participated in the follow-up of major international conferences dealing with security, sustainable development and human rights issues.	Prepare for and participate in the follow-up of relevant conferences.	Prepare for and participate in the follow-up of relevant conferences.	Prepare for and participate in the follow-up of relevant conferences.
	Contributed to strengthening of global governance through hosting of identified conferences.	Identify and host specified conferences	Identify and host specified conferences	Identify and host specified conferences
To advise on adherence to and promotion of International and domestic law in the conduct of international relations including custodianship of the official Treaty Records.	Provided legal advice and assistance on all issues related to international law.	Provide legal advice and assistance on all issues related to international law.	Provide legal advice and assistance on all issues related to international law.	Provide legal advice and assistance on all issues related to international law.
	Managed Treaty Records.	Managed Treaty Records.	Managed Treaty Records.	Managed Treaty Records.

KEY PRIORITY AREA: STRENGTHEN POLITICAL AND ECONOMIC RELATIONS

Expected Accomplishments/Outcomes:

Enhanced security and stability and accelerated sustainable development.

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2010/12	2010/13
To promote and expand bilateral, political, security, economic and social partnerships aimed at advancing national priorities and positions	Increased support and understanding for national priorities and positions	Utilise structured bilaterals and high-level engagements in pursuit of national priorities and positions	Utilise structured bilaterals and high-level engagements in pursuit of national priorities and positions	Utilise structured bilaterals and high-level engagements in pursuit of national priorities and positions
To promote and expand economic relations in trade and investment	Enhanced support for South Africa's economic policy priorities	Promote and expand economic relations	Promote and expand economic relations	Promote and expand economic relations
	Enhanced market access, investment and technical cooperation	Promote trade, investment and technical cooperation	Promote trade, investment and technical cooperation	Promote trade, investment and technical cooperation
	Promoted South Africa as a tourist destination	Promote SA as a preferred tourist destination	Promote SA as a preferred tourist destination	Promote SA as a preferred tourist destination
To strengthen people to people cooperation through civil society organisations and other likeminded stakeholders	Engaged civil society and other relevant stakeholders on foreign policy issues.	Promote SA as a preferred tourist destination Leverage 2010 FIFA World Cup for tourism promotion	Engage with civil society and other stakeholders on identified issues.	Engage with civil society and other stakeholders on identified issues.
To coordinate and align South Africa's international relations	Enhanced coordination of South Africa's International Relations in all three spheres of government and civil society	Coordinate South Africa's international engagements in all three spheres of government and civil society	Coordinate South Africa's international engagements in all three spheres of government and civil society	Coordinate South Africa's international engagements in all three spheres of government and civil society
To strengthen capacity in economic diplomacy at missions and Head Office.	Enhanced capacity on economic diplomacy	Implement capacity and skills development programmes in economic diplomacy	Implement capacity and skills development programmes in economic diplomacy	Implement capacity and skills development programmes in economic diplomacy

KEY PRIORITY AREA: ORGANISATIONAL SUPPORT

Expected Accomplishments/Outcomes:

A modern and efficient Department.

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2010/12	2010/13
To maintain a modern and efficient ICT infrastructure	ICT strategic plan developed and implemented.	Update and implement an ICT Plan	Update and implement an ICT Plan	Update and implement an ICT Plan
To provide accommodation at Head Office and missions	Land and properties acquired; developed, maintained and disposed of.	Review and implement Asset Management Plan	Review and implement Asset Management Plan	Review and implement Asset Management Plan
To provide Consular Services	Rendered assistance to South African citizens abroad in compliance with international statutes	Consular service rendered	Consular service rendered	Consular service rendered
	Legalisation of public documents	Service rendered to public	Service rendered to public	Service rendered to public
	Consular Management System (CMS) implemented	Implementation, maintenance and updating of the CMS	Finalise roll-out of the CMS	Assess the continued functioning of the CMS
	Consular Emergency Response Team (CERT) operationalised	Commence with the establishment of a CERT	Continue training and operationalisation of the CERT	CERT to be permanently established and operational
To manage the allocation of financial resources in the department	Approved Departmental Budget	Coordinate departmental budget process	Coordinate departmental budget process	Coordinate departmental budget process
To provide financial management services	Prepared Annual Financial Statements in compliance with Public Finance Management Act (PFMA)	Prepare Annual Financial Statements	Prepare Annual Financial Statements	Prepare Annual Financial Statements
To ensure security of personnel, information, assets and premises.	Provided safe and secure work environment in compliance with Minimum Information Security Standards (MISS)	Provide safe and secure work environment	Provide safe and secure work environment	Provide safe and secure work environment

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2010/12	2010/13
To manage supply chain services	Goods and Services procured and delivered	Implement Demand Management and Procurement plans	Review, monitor and implement Demand Management and Procurement plans	Review, monitor and implement Demand Management and Procurement plans
To manage Assets	Maintained an accurate and Complete Asset Register	Review and implement Asset Management Plan	Review and implement Asset Management Plan	Review and implement Asset Management Plan

KEY PRIORITY AREA: PROFESSIONAL SERVICES

Expected Accomplishments/Outcomes:

Effective professional support services.

Objectives	Output/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/13
To manage ceremonial events, international visits and international conferences	Managed all state events	Plan, execute and manage international state events	Plan, execute and manage international state events	Plan, execute and manage international state events
To provide protocol services to Provincial and Local Government	Rendered protocol advisory services	Coordinate international visits of Provincial and Local Government	Coordinate international visits of Provincial and Local Government	Coordinate international visits of Provincial and Local Government
To manage Government hospitality infrastructure	Managed the operations of the Guesthouses, State Protocol Lounges and In-House facilities	Facilitate interaction between Political desks, Missions and Provincial and Local Government	Facilitate interaction between Political desks, Missions and Provincial and Local Government	Facilitate interaction between Political desks, Missions and Provincial and Local Government
To facilitate the accreditation of Heads of Diplomatic Missions, Consular and Plenipotentiary	Managed Diplomatic, Consular and Plenipotentiary appointments according to international practice	Operationalisation of the King Shaka new State Protocol Lounge	Manage and maintain guesthouses, State Protocol lounges and in-house facilities	Manage and maintain guesthouses, State Protocol lounges and in-house facilities
To manage diplomatic privileges and immunities in the Republic of South Africa	Managed diplomatic privileges and immunities	Process documentation for accreditation of Heads of Diplomatic Missions, Consular and Plenipotentiary	Process documentation for accreditation of Heads of Diplomatic Missions, Consular and Plenipotentiary	Process documentation for accreditation of Heads of Diplomatic Missions, Consular and Plenipotentiary
		Implement the provisions of the Diplomatic Immunities and Privileges Act and Policy	Implement the provisions of the Diplomatic Immunities and Privileges Act and Policy	Implement the provisions of the Diplomatic Immunities and Privileges Act and Policy

KEY PRIORITY AREA: COMMUNICATION

Expected Accomplishments/Outcomes:

Informed international and national community on South Africa's international relations policy.

Objectives	Output/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/13
To provide strategic public diplomacy direction nationally and internationally	Positioned DIRCO as a reliable, credible service delivery agent and partner among its stakeholders, national and international, state and non-state actors	Develop and implement a public diplomacy strategy (Integrated Marketing Communication and Media strategy)	Develop and implement a public diplomacy strategy (Integrated Marketing Communication and Media strategy)	Develop and implement a public diplomacy strategy (Integrated Marketing Communication and Media strategy)
To entrench and protect Brand South Africa (SA) and its reputation through an assertive integrated (inclusive of all role players) marketing campaign	Promoted and projected well coordinated Brand SA to all targeted stakeholders	Co-ordinate and Implement an Integrated SA Marketing Communication Plan	Co-ordinate and Implement an Integrated SA Marketing Communication Plan	Co-ordinate and Implement an Integrated SA Marketing Communication Plan
To continually monitor public needs and perceptions through communication and marketing research studies.	DIRCO's Ministerial and Departmental programmes supported effectively	Implement and maintain effective Corporate Communications, Corporate Marketing and Channel Management services	Implement and maintain effective Corporate Communications, Corporate Marketing and Channel Management services	Implement and maintain effective Corporate Communications, Corporate Marketing and Channel Management services

KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING

Expected Accomplishments/Outcomes: competent, skilled employees and policy development

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2010/12	2010/13
To develop the professional capacity of the DIRCO officials	Developed an Integrated Training and Development Framework	Develop the Integrated Training and Development Framework to include the Strategy for training at missions to transferred officials and Locally Recruited Personnel (LRP), revised Foundation course and Induction for SMS.	Implement the Integrated Training and Development Framework.	Review the Integrated Training and Development Framework
	Consolidated and Strengthened residential training programmes	Implement identified training programmes	Implement identified training programmes	Implement identified training programmes
Improved Organisational Performance through Quality Assurance (QA) and Knowledge Management (KM)	Operational and Management quality systems established for all branches	Reposition the languages institute as a government wide institute	Implementation of the strategy on the repositioning of the language unit	Consolidation of the repositioning strategy
	Systems to manage knowledge and facilitate innovation established	Implement Quality Assurance throughout the department	Implement Quality Assurance throughout the department	Implement Quality Assurance throughout the department
Provide research and foreign policy analysis	Facilitated learning and discussions through seminars & research	Strategy developed, approved and implemented, knowledge audit done, pilot strategies implemented	Pilot reviewed, DMS implemented	
		Provide research and analysis on international policies and trends	Provide research and analysis on international policies and trends	Provide research and analysis on international policies and trends

KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING

Expected Accomplishments/Outcomes:

A fully capacitated Department.

Objectives	Outcomes/Deliverables	Indicators/Target	2010/11	2011/12	2012/2013
To facilitate effective Human Resources organisational processes	Appropriate Foreign Service administration legal framework developed	Research and advise on the appropriate legal framework to administer the Department	Implement the culture and climate projects	Finalise and implement the approved legal framework	Implement the legal framework
	Improved organisational culture	Implement employee support programmes.	Implement employee support programmes.	Conduct a follow up Culture and Climate Survey	Implement interventions
	Established a caring and supportive organization	Implement sound Labour Relations practices	Implement sound Labour Relations practices	Monitor and implement employee support programmes	Review the Employee Wellness Strategy
	Promoted sound Labour Relations	Review Labour Relations(LR) Framework work	Review Labour Relations(LR) Framework work	Strengthen the LR system in DIRCO	Strengthen the LR system in DIRCO
	Entrenched Performance Management culture	Facilitate an organisational design to address the Department's needs	Facilitate an organisational design to address the Department's needs	Implement PMDS	Implement PMDS
	Developed an adaptive and responsive Organisational Structure	Implement the Recruitment and Selection Strategy	Implement the Recruitment and Selection Strategy	Continue to facilitate an organisational design to address the Department's needs	Implement organisational design
To facilitate effective employee resourcing and utilisation	Appropriately staffed Department	Enhance the implementation of the career management interventions	Enhance the implementation of the career management interventions	Monitor and implement career management interventions	Implementing the Recruitment and Selection Strategy
To facilitate effective talent management	Entrenched Career Management Framework	Enhance the implementation of capacity building programmes for managers to deal with people management issues	Enhance the implementation of capacity building programmes for managers to deal with people management issues	Implement capacity building programmes	Monitor and review the implementation of career management interventions
To strengthen management capacity	Improved people management			Implement capacity building programmes	Review capacity building programmes

KEY PRIORITY AREA: ORGANISATIONAL STRENGTHENING

Expected Accomplishments/Outcomes:

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

Objectives	Outcomes/Deliverables	Indicators/Target		
		2010/11	2011/12	2012/13
Provide internal audit and risk management services	Accepted Internal audit reports	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan	Develop and implement 3-year rolling strategic internal audit plan and annual Operational plan
	Approved risk profile	Facilitate the implementation of an Enterprise-wide Risk Management Processes	Facilitate the implementation of an Enterprise-wide Risk Management Processes	Facilitate the implementation of an Enterprise-wide Risk Management Processes

SECTION 1: ASSET MANAGEMENT PLAN

Asset Management Plan

1. Introduction

1.1 The geographically decentralised and complex nature of the Department places high demands on it to provide accommodation, facilities, goods and services that allow optimal efficiency in the execution of our mandate.

1.2 The Department operates both in South Africa and in various countries abroad. Apart from providing for its own needs, the Department is also responsible for providing accommodation and infrastructure for partner Departments who have operations abroad. Currently, South Africa is represented in 107 countries globally and conducts business from 124 diplomatic missions.

1.3 To provide an optimal working environment for all staff, to effectively provide for the departmental requirements and to properly record and manage the Department's assets locally and abroad, capacity was created in two Chief Directorates to manage these processes. The Chief Directorate: Property and Facilities Management deals with all aspects relating to the acquisition, maintenance and disposal of properties whereas the Chief Directorate: Supply Chain Management manages all aspects regarding the sourcing and provisioning of goods and services and the management and safekeeping of these goods and services.

1.4 Within the Chief Directorate: Property and Facilities Management, the focus is on two distinct areas namely, local properties and properties abroad. The Department decided in 2003 to consolidate its Head Office operations, which is presently dispersed in 7 buildings in and around Tshwane, into a consolidated working environment. A public private partnership was registered with National Treasury and the Department proceeded, between 2004 and 2008, through the various Treasury Approval phases. This culminated in the conclusion of a 25 year concession agreement with a Private Party on 13 March 2009. Construction of the facilities is well underway and it is expected that the Department will relocate into its new premises during June 2009.

1.5 For missions abroad three types of accommodation requirements may be identified:

- Chanceries or office accommodation. This type of accommodation is mostly found in office blocks. In some instances houses or villas have been adapted to serve as chanceries.

- Official Residences for Heads of Missions. These residences are normally located in suitable areas of the city in which the mission is located. Particular care is paid in the selection of these residences to ensure that the residence is representative and befits a Head of Mission. 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 according to set norms and prescripts. The majority of these properties are leased or rented while a small number are State-owned.

1.6 The Department furthermore provides furniture, equipment, and goods and services for both its Head Office and all missions abroad. Items thus acquired both in South Africa as well as abroad must be properly controlled and managed in terms of National Treasury prescripts.

1.7 The management of assets in the Department is challenging and complex in nature and therefore requires proper planning, structures and procedures in order for the Department to effectively discharge its responsibilities in this regard.

1.8 The Asset Management Plan of the Department is aimed at providing the necessary facilities and goods and services that the Department requires in accordance with the strategic objectives of the Department while complying with all the relevant prescripts and policies in this regard.

2. Asset Management Plan 2010 - 2013

2.1 Introduction

2.1.1 The asset management plan deals with plans for the acquisition, maintenance, disposal and management of assets within the department for a three (3) year period April 2009 until March 2012. The strategy covers both immovable and moveable assets.

2.1.2 During this Medium Term Strategic Framework (MTSF) period the construction of the New Head Office and the successful relocation of the complete Head Office component to the new campus will be concluded. The management of the PPP agreement with the service providers will commence.

2.1.3 In terms of the provision of accommodation for missions abroad the Department will continue with the systematic acquisition of properties abroad for its missions. The planned acquisitions are based on

strategic priorities defined in 2005. In those areas where properties will not be acquired the Department will continue to rent properties according to the needs and requirements of missions.

2.1.4 The Department will pay special attention to the maintenance of its properties abroad to ensure that the properties and facilities are in a good state of repair. The overall maintenance strategy and individual maintenance plans for all state owned properties will guide the efforts of the Department in this regard.

2.1.5 In this MTSF period the Department will undertake a comprehensive review of its policies, procedures and process for the supply and management of furniture, equipment and goods and services. The aim of this review will be to ensure that the required goods and services are provided as needed and that the items are properly recorded and managed both at Head Office and mission.

2.1.6 The Department is continuously improving its asset management function. The Department implemented a Hardcat Asset Management system in the financial year 2005/6. In order to make the Asset Management system easily accessible to all users at Head Office and Missions abroad, the Hardcat Web Brower was developed and tested. The Hardcat Web Browser is a facility for viewing the asset register which will enable Missions to

view their asset registers and identify any inaccuracies in the asset register for reporting to Head Office. There has been a delay in the roll out of this facility due to competing priorities. The Department is however determined to proceed with the roll out of the facility in this MTSF period.

2.1.7 In the 2008-2011 Strategic Plan the Department had planed to further improve the accuracy and completeness of the asset register by acquiring Hardcat Procurement and Stock control modules. The procurement module provides a facility for the processing of orders and payments through the asset management system which results in automatic updating of the asset register. Because of financial constraints and the high costs associated with the acquisition of the module the Department has put this project on hold. The Department has, however, increased its human resource capacity and will be conducting monthly systems reconciliations.

2.1.8 The Department is committed to maintaining an accurate asset register. To achieve this objective, monthly reconciliations between the accounting system and the asset management system will be performed. Furthermore, the Department will conduct annual physical verification of assets and continuously update the asset register, which will not only ensure sound management of Departmental assets but ensure that the Department meet the requirements of the Treasury Regulations.

OPERATIONAL PLAN 2010/11 FIN YEAR	
ACTIVITY	PROJECT
1. Acquisition of land and properties	None
2. Design and construction of facilities	
Project in the design phase	Chanceries: None Chancery and Official Residence: ; Rwanda, Kigali Chancery, Official Residence and Staff Housing: None Staff Housing: None
Projects where the design can be finalised and/or construction can commence or are underway	Chancery: Tanzania, Dar es Salaam Chancery and Staff Housing: Malawi, Lilongwe Official residence: None Staff Housing: Swaziland, Mbabane
Projects which are underway and will be completed	Chancery and Official Residence: Nigeria, Abuja;
3. Maintenance of properties Renovation of properties	
	Finalise renovations in respect of the following properties: Refurbishment of lifts – SA House – UK, London Undertake renovations in respect of the following: Chancery Brazil, Brasilia Chancery – USA, Washington Official Residence – United Kingdom, London Chancery – France, Paris Chancery and Official Residence – The Netherlands, The Hague Chancery – Denmark, Copenhagen Chancery – Juba, Sudan
Maintenance	Develop and implement maintenance strategy for all properties owned by the RSA abroad.
4. Disposal of property	The following properties has been identified for disposal: Chancery and Official residence – Germany, Bonn Official Residence – Switzerland, Zurich Official Residence – Brazil, Sao Paulo Staff Housing – Namibia, Windhoek and Walvis Bay Parking Bay – France, Paris Two apartments (ex Chancery) – Portugal, Funchal

OPERATIONAL PLAN 2011/12 FIN YEAR	
ACTIVITY	PROJECT
1. Acquisition of land and properties	
	None
2. Design and construction of facilities	
Project in the design phase	Chanceries: Angola, Luanda, Mbabane, Swaziland, Senegal, Dakar, Nigeria, Lagos Chancery and Official Residence: Saudi Arabia, Riyadh; Rwanda, Kigali Chancery, Official Residence and Staff Housing: Mali, Bamako Staff Housing: Montevideo, Uruguay
Projects where the design can be finalised and/or construction commence or are underway	Chancery: Tanzania, Dar es Salaam Chancery and Staff Housing: Malawi, Lilongwe Staff Housing: Swaziland, Mbabane
Projects which are underway and will be completed	None
3. Maintenance of properties Renovation of properties	
	Undertake renovations in respect of the following: Official Residence – United Kingdom, London Chancery – France, Paris Chancery and Official Residence – The Netherlands, The Hague Chancery – Denmark, Copenhagen Official Residence – Germany, Munich Chancery and Official Residence – Spain, Madrid Chancery and Staff Village – DRC, Kinshasa
Maintenance	Continue with implementation of maintenance strategy for all properties owned by the RSA abroad.

OPERATIONAL PLAN 2012/13 FIN YEAR	
ACTIVITY	PROJECT
1. Design and construction of facilities	
Project in the design phase	Chancery – India, New Delhi
Projects where the design can be finalised and/or construction can commence or are underway	Chanceries: Angola, Luanda, Mbabane, Swaziland, Senegal, Dakar Chancery and Official Residence: Saudi Arabia, Riyadh; Rwanda, Kigali Chancery, Official Residence and Staff Housing: Mali, Bamako Staff Housing: Montevideo, Uruguay
Projects which are underway and will be completed	Chancery: Tanzania, Dar es Salaam Chancery and Staff Housing: Malawi, Lilongwe Staff Housing: Swaziland, Mbabane
2. Maintenance of properties Renovation of properties	
	Finalise renovations in respect of the following properties: Chancery – USA, Washington Chancery – Juba, Sudan Official Residence – Germany, Munich Official Residence – United Kingdom, London Chancery – France, Paris Chancery and Official Residence – The Netherlands, The Hague Chancery – Denmark, Copenhagen Chancery and Official Residence – Spain, Madrid Undertake renovations in respect of the following: Chancery and Staff Village – DRC, Kinshasa Chancery and Official Residence – Argentina, Buenos Aires Official Residence – USA, New York (CG) Official Residence – Switzerland, Berne
Maintenance	Continue with implementation of maintenance strategy for all properties owned by the RSA abroad.
3. Disposal of property	The following properties has been identified for disposal: None

Section 2: Information Communication Technology (ICT) Plan

Executive Summary

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

During the previous financial years the Department undertook to implement the recommendations from the Master System Plan (ICT Strategic Plan). The four major projects that were prioritised were actioned and are in progress and some finalised:

During the 3 year period 1 April 2010 to 31 March 2013 the Department will continue its focus on the following in relation to these four major projects:

- Voice over Internet Protocol (VoIP): completion of outstanding work on deployed missions, implementation of the system to new missions, as well as stabilisation of the ICT infrastructure;
- Windows 2003 Advanced Server: implementation of the system to missions has been concluded and will be upgraded to Windows 2008;
- Business Process Management (BPM): Completion of the Consular Management System and the development and implementation of DIAP system; and
- Business Intelligence (BI): maintenance and support of the 1st iteration and initiation of the 2nd phase.

In addition, the Department commenced with the planning for the implementation of the outstanding ICT Strategic Plan recommendations, as follows:

- Completion of Business Process Management project (DIAP);
- IT Governance and Service Delivery;
- Implementation of BI Phase 2;
- Implementation of the New ICT Organisational Structure; and
- Review of the Master System Plan (ICT Strategic Plan)

Strategic Priorities for the MTSF period

To optimise the capabilities of implemented technology and increase the return on investment in order to further the achievement of the Department's foreign policy objectives, a major ICT objective that has been developed, carried forward in the next three years is to modernise the Department's Information Communications Technology and ensure its optimum utilisation.

The Department has revised the priorities identified previously and based on the achievements realised, has identified the following priorities to be pursued in the next three years.

- Optimised Technology;
- Building Business Processes; and
- People Empowerment.

The table below illustrates the alignment of the projects to these priorities:

MAJOR PROJECTS	PRIORITIES		
	Optimised Technology	Building Business Processes	People Empowerment
IT Governance & Service Delivery	X	X	X
Business Intelligence	X	X	
Document Management System (ECM)	X	X	X
Project Management Solution	X	X	X
Business Process Management	X	X	X
New ICT Structure			X
Revised ICT STRATEGIC PLAN	X	X	X

Priority 1: Optimised Technology

Business Process Management: Automation and optimisation workflow of current business processes. The developed system will 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 process with budget update based on assets procured. The system will be web-based for ease of access. Building a repository of documents and records in preparation for Knowledge Management will be undertaken.

Automation of Project Management: Automation of the developed project methodologies and the project management tools applicable to all business units within the department with central repository of projects documentation, to enable knowledge sharing and improve collaboration.

Data Warehousing/Business Intelligence: Building and accessing information by topic (Data-marts), collaborative in-

formation building, sharing information and development of a central repository for all departmental data. Introduction of workflow process. Common search engine. Split repository for secure and open information.

Document Management System: Global departmental electronic document storage, capturing of documents and records electronically, categorisation, indexing and retrieval. Implement the Archive rules for data storage.

Digitisation of the Diplomatic Mail System: Development and implementation of the new diplomatic mail systems for all categories for the diplomatic mail.

Review of the ICT Strategic Plan: The current ICT Strategic Plan was approved in 2004. The plan will be comprehensively reviewed during the strategic framework period.

Priority 2: Building Business Processes

This priority will focus on the following areas:

- continue with the implementation of service level management (SLM) and customer relationship management (CRM) based on ITIL standards. Both SLM and CRM will have measurable service level agreements with business units and service providers;
- development of the ICT governance processes which include the risk management strategy and business continuity plan, and maintenance thereof;
- Awareness of ICT services through Public Diplomacy; and
- Development and documentation of ICT operational procedures.

Priority 3: People Empowerment

ICT has undertaken to prioritise empowerment of the ICT workforce and the business at large. With the new infra-

structure and technologies that have been deployed, it is imperative that the skills of the ICT resources are aligned to the requirement for the support, maintenance and continued efficient and effective functioning of these new technologies. Also, the organisational structure must be aligned to the new environment.

This priority will focus on the implementation of new ICT organisational Structure that has been aligned with the new environment and the IT industry trends. ICT resources continue to be skilled with relevant technologies to allow them to be able to support and maintain the new environment and ensure optimal performance.

The new ICT structure will have clearly defined career mapping supported by the department's retention strategy. The performance management and development system will be automatically linked to the tasks assigned through the service desk.

ICT will engage with the Diplomatic Training, Research and Development (DTRD) for the revision of the IT curriculum for users.

The Department is committed to working with SITA as a technology partner and relies on SITA for the provision of services, facilities and equipment, in accordance with the SITA act.

Conclusion

It is crucial for the effective functioning of the ICT unit that adequate capacity in respect of sufficient and skilled resources are available to be able to deliver on the strategic imperatives. These resources are to be supported by the developed and implemented operational processes and procedures.

ICT STRATEGIC PLAN PRIORITIES

Objectives	Outcome/Deliverables	Indicators/Target		
		2010 / 2011	2011 / 2012	2012 / 2013
Provision and Optimisation of the ICT Infrastructure and Business Systems	Provisioning of ICT Infrastructure	Deployment of ICT infrastructure at identified new missions.	Deployment of ICT infrastructure at identified new missions	Deployment of ICT infrastructure at identified new missions
	Business Systems	Upgrade infrastructure at the missions	Upgrade infrastructure at the missions	Upgrade infrastructure at the missions
Imperative Business Systems	Imperative Business Systems	Deployment of ICT infrastructure for Diplomatic Guest House		Review maturity of Open Source System (OSS) in an enterprise organisation. (Internal R&D)
		Develop Document Management Strategy	Implementation of the Document Management Strategy	Develop and Implement OSS strategy
		Completion of Business Process Management for DIAP	Implement Unified Communications Solution	Extension of BPM solution to the rest of the department
			Develop E-Learning Strategy	Implement E-Learning Solution

Objectives	Outcome/Deliverables	Indicators/Target		
		2010 / 2011	2011 / 2012	2012 / 2013
Develop Business Processes & Governance	IT Governance	Develop and communicate Disaster Recovery Plan	Implement department-wide project methodology	Review and update ICT Strategy
		Develop and implement IT Governance framework		
		Define and implement relevant CoBIT objects		
		Obtain IT governance compliance certification		
	Service Delivery Improvement	IT Risk Management Strategy	Develop and Implement additional ITIL Service Management Frameworks (SMF)	Certification on compliance of implemented SFM
		Development of Service Improvement Plan/ Service Delivery Charter		
		Implementation of SLA and Contract Management		
	Infrastructure Management	Alignment of ICT procurement with Departmental procurement management	Automation of business processes	Continue with the development and reviewing of the ICT policies and procedures
		Continue with the development and review of the ICT policies and procedures	Continue with the development and reviewing of the ICT policies and procedures	
		Implement strategy to take over the management of Transversal Systems	Develop departmental Architecture Blue Print	
		Develop and implement strategy to relocate IT systems residing with business		
		Review and update ICT Strategic Plan		

Objectives	Outcome/Deliverables	Indicators/Target		
		2010 / 2011	2011 / 2012	2012 / 2013
Ensure ICT officials and users are empowered to fully utilise the technology	Capacity Building	Implementation of new ICT Structure		Review and update ICT Structure
		Fill ICT critical vacancies		
		Implement training plan	Review training plan	
		Finalise and implement Retention strategy		
		Retention of Internship programme		

Section 3: Human Resources Strategic Plan

INTRODUCTION

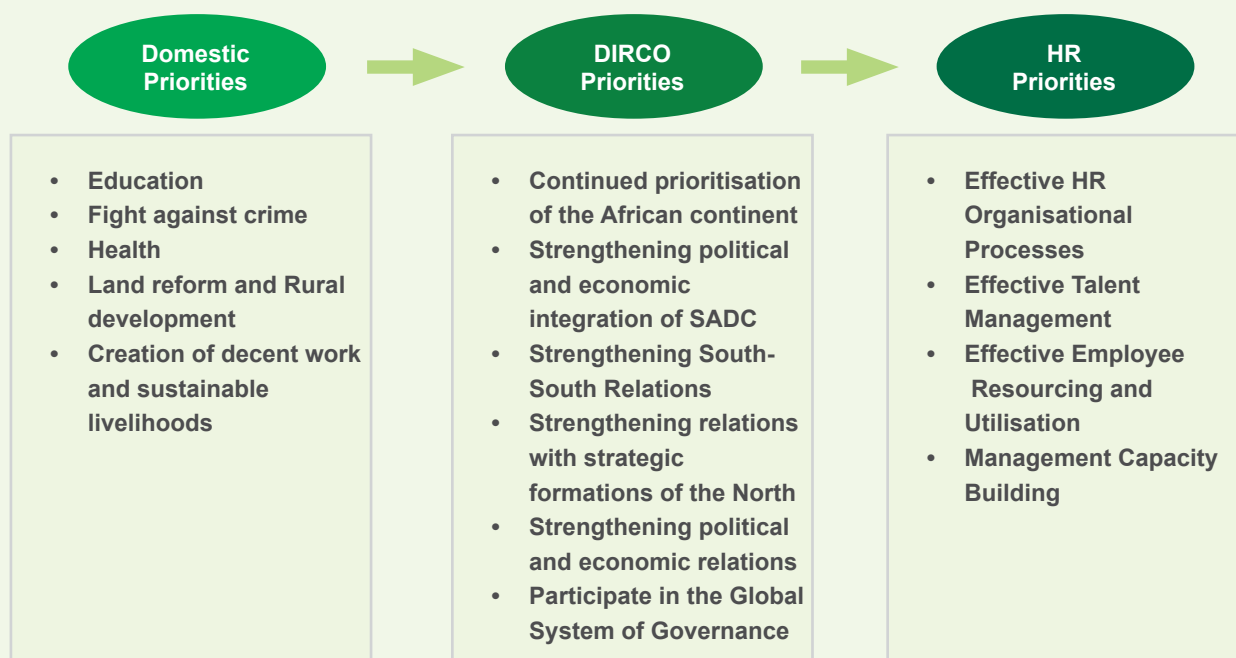
The Human Resources (HR) strategy was built on the premise that an effective HR strategy should support the Department's priorities in implementing South Africa's Foreign Policy.

As a point of departure, the development of the HR strategy sought to clearly align itself to the Department's strategic focus and aims to ensure the attainment of the Department's goals and objectives.

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

1. That the Department of International Relations and Cooperation must make a difference that matters;
2. That the people in the Department should make the difference; and
3. That the conditions should be created in which the Department's employees perform to their potential.

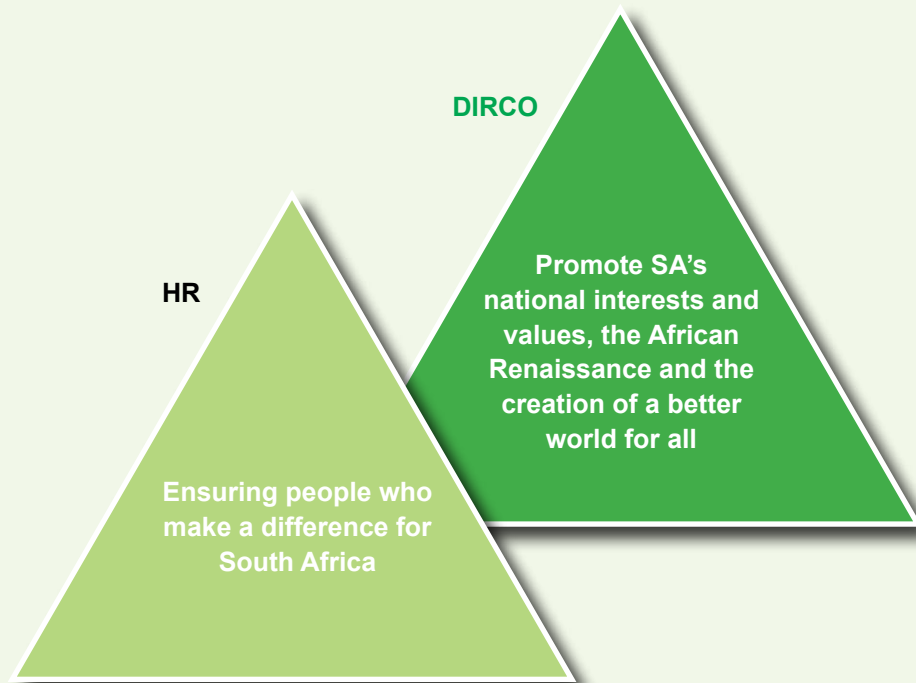
Link between HR, Domestic and DIRCO Priorities



HR MISSION STATEMENT

Below is the graphic representation regarding the HR mission including the key drivers for success as well as DIRCO's mission and how HR aligns with it:

Alignment of DIRCO's and HR's Mission Statements



The Branch Human Resources will ensure that DIRCO has employees who can make a difference for South Africa through effective, efficient and professional HR processes.

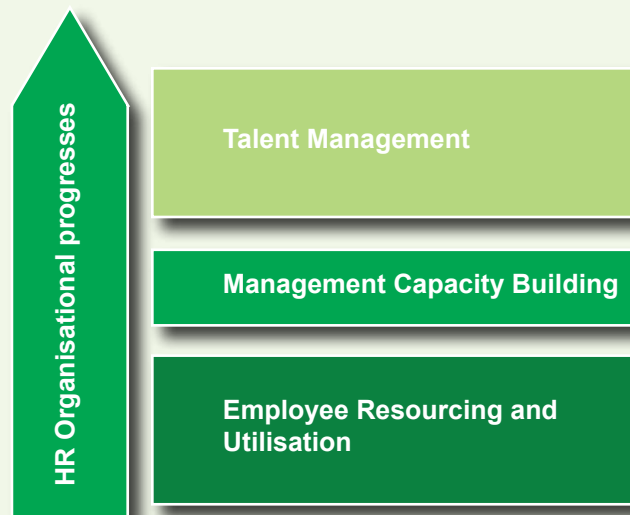
THE PRIORITIES OF HR

The following priorities were identified and will be the focus of the activities upon which the HR strategy is built:

- Effective HR Organisational Processes;
- Effective Talent Management;
- Effective Employee Resourcing and Utilisation; and
- Management Capacity Building.

Priority four is considered as very important in the implementation of the strategy and relies on the partnership between HR and Management.

Below is a graphic representation of the HR priorities:



INTERACTION BETWEEN HR AND MANAGERS

To benefit the organisation it is important that clear lines of responsibilities between HR and Management are identified and carried out.

Below are some examples of HR's role:

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

Amongst others, Management will:

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

5. Human Resources Guiding Philosophy

The Branch HR subscribes and is guided by the following underlying philosophy in implementing its strategy. Members of the Branch:

- Have a core role within the Department;
- Are proactive in identifying emerging trends and respond to challenges and special needs;
- Are clear about their responsibilities, and do whatever it takes to deliver on them;
- Are partners of management and aim to make them effective without taking over their management responsibilities; and
- Are professional in all they do – they set high standards and believe in the principle of "walk the talk".

6. The Priorities of the HR Strategy

Priority 1: Effective Organisational Processes

Strategic objective: To develop a value-driven organisation that is caring, professional, and adaptive to environmental changes and that consistently communicates internally and externally.

Focus Areas	Performance Indicators (3 years)
Policies	Policies and procedures that are accessible, adhere to legal requirements, and are aligned to departmental objectives and values. The Department is regulated by an appropriate legal framework.
Organisational Design	Organisational design that is adaptive and responsive to internal needs and environmental changes.
Remuneration and Rewards	An appropriate remuneration, reward and recognition system that takes the unique circumstances of the Department into account. A reviewed LRP dispensation to ensure an appropriate remuneration system.
Performance Management	A performance culture where talking about performance is fused into everyday functioning (contracting and feedback comes naturally).
Employee Wellbeing	An organisation that cares and supports its employees and promotes individual health and wellness.
Labour Relations	An environment where the rights and responsibilities of employees and managers are respected and where there is cooperative engagement on workplace issues.
Organisational Development	A department that lives its values, reflects the diversity of SA society and adapts to changing environment/s.

Priority 2: Employee Resourcing and Utilisation

Strategic objective: To ensure that there is the right number of people with the requisite skills, knowledge and attitude in the right positions at the right time and are properly orientated and integrated into the Department

Focus Areas	Performance Indicators (3 years)
Integrated Recruitment and Selection	An adequate HR capacity pipeline for current and future HR capacity needs
Employee Orientation	A comprehensive orientation framework that details the integration of all levels of employees into the Department and into new positions.
Posting Management	Employees informed and prepared timeously for placement in Missions and Head Office. Employees and their families are adequately prepared before going to Missions and upon return to Head Office.
Employer Brand	DIRCO is known, understood and regarded as the employer of choice.

Priority 3: Effective Talent Management

Strategic objective: To facilitate the alignment of individual aspirations to Organisational needs

Focus Areas	Performance Indicators (3 years)
Talent Planning	A talent plan that is responsive to organisational demands
Employee Engagement and Retention	Employees' potential and abilities acknowledged, nurtured, effectively utilised and retained
Career Management	A clear career map that outlines career paths across the Department Employees are provided with career guidance in line with their aspirations

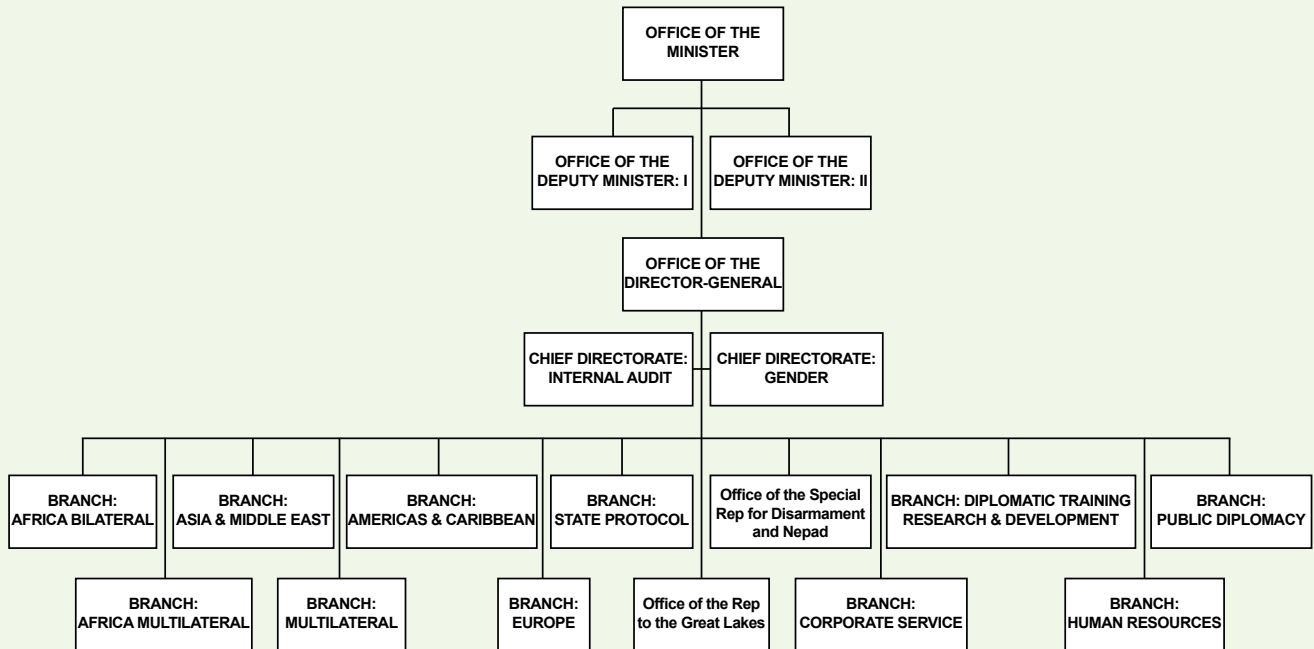
Priority 4: Management capacity building

Strategic objective: To develop the management capacity to deal with Human Resource matters.

Focus Areas	Performance Indicators (3 years)
Capacity building	Management capacitated to deal with people management issues.

7. Departmental Structure

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



Approved structure as at 31 December 2009

The approved number of posts for the Department is 2743.

Head Office : 1983

Missions : 760

LOCATION	VACANT FUNDED	VACANT UNFUNDED	EMPLOYMENT STATUS	TOTAL APPROVED POSTS
HEAD OFFICE	269	171	1483	1923
MISSION	72	0	688	760
DIP POOL	0	0	60	60
HR POOL	0	0	50	0
ICT LEARNERSHIPS	0	0	20	0
CADET / LEARNERSHIP	0	0	56	0
TOTAL	341	171	2357	2743

(Note: Total approved posts of 2743 exclude the 50, 20 and 56 of "Additional", "ICT Learnerships" and "Cadets" respectively).

The Department has now adopted a two-prong medium term strategy. Firstly we are going to focus on filling the vacant funded positions then later review the Departmental structure. New posts will be created and funded as and when needed.

To deliver on the medium-term strategic objectives, the Department requires a total of 2743 employees, i.e. the total number of approved posts.

Number of posts filled as at 31 December 2009	: 2357
Head Office	: 1483
Missions	: 688
Additional to the establishment	: 50
Training Pool	: 60
Diplomatic cadets	: 56

The table below indicates the current status per post levels, race and gender as at 31 December 2009:

MANAGEMENT LEVEL	African		African Total		Asian		Asian Total		Coloured		Coloured Total		White		White Total		Grand Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
POLITICAL OFFICE-BEARERS	1	0	1	0	0	1	0	1	0	0	0	0	1	0	1	0	3
DIRECTOR GENERAL	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
DEPUTY DIRECTOR GENERAL	3	6	9	0	0	3	0	3	0	0	0	0	0	0	0	0	12
CHIEF DIRECTOR	19	32	51	0	0	4	2	4	2	2	4	3	8	11	70		
DIRECTOR	38	64	102	3	9	12	2	7	9	14	29	43	166				
DEPUTY DIRECTOR	72	104	176	14	17	31	6	15	21	72	98	170	398				
ASSISTANT DIRECTOR	200	219	419	20	17	37	11	12	23	117	73	190	669				
BELOW ASD	545	313	858	16	6	22	35	18	53	79	22	101	1034				
LEGAL PROFESSIONALS (OSD)	0	2	2	0	0	0	1	0	1	0	1	1	4				
Total Count	878	741	1619	54	56	110	57	54	111	286	231	517	2357				

Approved LRP Structure

The approved number of posts for Locally Recruited Personnel at the missions is 2380.

The table below indicates the current filled and vacant status per Branch as at 31 December 2009:

LRP Establishment : 31 December 2009			
Region	Filled	Vacant	Total
Africa	660	177	837
Africa Multilateral	84	17	101
Multilateral	37	6	43
Americas and Canada	298	36	334
Asia & Middle East	413	133	546
Europe	500	85	585
Total	1983	454	2446

Implementation of the HR Strategy

KEY PRIORITY AREA ONE: EFFECTIVE HR ORGANISATIONAL PROCESSES

Expected Accomplishments/Outcomes: A caring, professional, adaptive and value-driven Department

MEASURABLE OBJECTIVES	OUTCOMES/DELIVERABLES	INDICATORS/TARGET		
		2010/11	2011/12	2012/13
To facilitate effective Human Resources organisational processes	Appropriate Foreign Service administration legal framework to govern the Department developed	Research and advise on an appropriate legal framework to administer the Department	Finalise and implement the approved legal framework	Implement legal framework
	Appropriate and responsive policies in place	Entrench and monitor newly implemented policies Develop relevant policies and procedures Review policies	Continue to review policies	Continue to review policies
	Appropriate Organisational design	Facilitate an organisational design to address the Department's needs	Continue to facilitate an organisational design to address the Department's needs	Continue to facilitate an organisational design to address the Department's needs
	Performance Management culture established	Continue implementation of the PMDS Develop a Non-monetary recognition and reward policy	Implementation of the PMDS Implement the Non-monetary recognition and rewards policy	Implementation of the PMDS Monitor and evaluate the implementation

MEASURABLE OBJECTIVES	OUTCOMES/DELIVERABLES	INDICATORS/TARGET		
		2010/11	2010/12	2010/13
	Wellness programmes implemented	Implement the hardship support programme Implement spousal support programme	Review the HIV/AIDS Workplace programme Extend the Pre-posting health and adaptability assessments to family members	Review the Employee Wellness Strategy Implement the reviewed HIV/AIDS Workplace programme
	Sound Labour Relations promoted	Implement the Pre-posting health and adaptability assessments	Strengthen the Labour Relations system in DIRCO	Strengthen the Labour Relations system in DIRCO
	Organisational Development processes facilitated	Review and implement a robust Labour Relations Framework Develop the 5 year EE Plan Implementation of the Culture and Climate interventions	Monitor and report on the implementation of the EE Plan Conduct a follow up culture and climate survey	Implement interventions

KEY PRIORITY AREA: Effective Employee Resourcing and Utilisation

Expected Accomplishments/Outcomes: A fully capacitated Department

MEASURABLE OBJECTIVES	OUTCOMES/DELIVERABLES	INDICATORS/TARGET	2010/11	2011/12	2012/13
To streamline Recruitment, Selection and Placement processes	Recruitment and Selection Strategy implemented	Implementation of the Recruitment and selection strategy Implement a comprehensive orientation programme Continue positioning DIRCO as an employer of choice	Implement Recruitment and Selection Strategy	Review Recruitment and Selection Strategy	Implement Recruitment and Selection Strategy
			Implement Posting Management Framework	Monitor and evaluate implementation	Implement Posting Management Framework

KEY PRIORITY AREA: Effective Talent Management

Expected Accomplishments/Outcomes: Aligned individual career aspirations to organisational needs

MEASURABLE OBJECTIVES	OUTCOMES/DELIVERABLES	INDICATORS/TARGET	2010/11	2011/12	2012/13
To facilitate the effective implementation of Talent Management processes	Entrenched Career Management Framework	Enhance the implementation of the career management interventions Explore the establishment of the physical career centre	Enhance the career management interventions	Monitor and implement career management interventions	Monitor and review the implementation of career management interventions

KEY PRIORITY AREA: People Management and Capacity Building

Expected Accomplishments/Outcomes: Empowered managers to implement People Management processes

MEASURABLE OBJECTIVES	OUTCOMES/DELIVERABLES	INDICATORS/TARGET		
		2010/11	2011/12	2012/13
To strengthen management capacity	Managers capacitated on people management issues	Implement capacity building programme for managers to deal with people management issues	Implement capacity building programme	Review capacity building programme

Government Departments

The Presidency
Department of Agriculture, Forestry and Fisheries
Department of Arts and Culture
Department of Basic Education
Department of Communications
Department of Cooperative Governance and Traditional Affairs
Department of Correctional Services
Department of Defence
Department of Economic Development
Department of Energy
Department of Finance
Department of Health
Department of Higher Education and Training
Department of Home Affairs
Department of Human Settlements
Department of International Relations and Cooperation
Department of Justice and Constitutional Development
Department of Labour
Department of Military Veterans
Department of Mining
Department of Police
Department of Public Enterprises
Department for the Public Service and Administration
Department of Public Works
Department of Rural Development and Land Reform
Department of Science and Technology
Department of Social Development
Department of Sport and Recreation
Department of State Security
Department of Tourism
Department of Trade and Industry
Department of Transport
Department of Water and Environmental Affairs
Department of Women, Youth, Children and People with Disabilities

List of Acronyms

AARSOC	Asia-Africa Sub-regional Organisations Conference
ACHPR	African Commission on Human and Peoples' Rights
ACP	African, Caribbean and Pacific States (see CPA)
AFREC	African Energy Commission
AGOA	African Growth Opportunity Act
AICC	African Institute of Corporate Citizenship
ASEAN	Association of South East Asian Nations
ATCM	The Antarctic Treaty Consultative Meeting
ATS	Antarctic Treaty System
AU	African Union (formerly OAU)
BEE	Black Economic Empowerment
BIPPA	Bilateral Agreement on Promotion and Protection of Investments
BLSN	Botswana, Lesotho, Swaziland, Namibia)
BNC	Binational Commission
BRIC	Brazil, Russia, India, and China
CARICOM	Caribbean Community
CCA	Comprehensive Ceasefire Agreement
CCAMLR	The Commission for the Conservation of Antarctic Marine Living Resources

CCW	Convention on Certain Conventional Weapons
CD	Conference on Disarmament
CDM	Clean Development Mechanism
CERD	United Nations Committee on the Elimination of Racial Discrimination
CHOGM	Commonwealth Heads of State and Government Meeting
CIC	Credit Insurance Committee
COP	Conference Of the Parties
CPA	Cotonou Partnership Agreement (EU and ACP)
CSD	Commission on Sustainable Development
CSRT	Centre for the Study and Research on Terrorism
CSTP	Committee for Scientific and Technological Policy
CSW	United Nations Commission on the Status of Women
CTBT	Comprehensive Nuclear-Test-Ban Treaty
CWC	Chemical Weapons Convention
DDPA	Durban Declaration and Programme of Action
DNA	Designated National Authority
DOI	Declaration of Intent
DPRK	Democratic People's Republic of Korea
DRC	Democratic Republic of the Congo
DTI	Department of Trade and Industry
ECIC	Export Credit Insurance Corporation of South Africa
ECOSOC	Economic and Social Council (UN)
EEZ	Exclusive Economic Zone
EIF	Entry Into Force
EPA	Economic Partnership Agreement
ERW	Explosive Remnants of War
EU	European Union
FDI	International Relations Direct Investment
FNN	Forces for National Liberation
FOCAC	Forum on China-Africa Co-operation
FSI	International Relations Service Institute
G8	Group of eight (USA, UK, Germany, Italy, France, Russia, Japan, Canada)
G20	Group of Twenty
G77	Group of 77 (and China)
GA	General Assembly (United Nations)
GCC	Gulf Co-operation Council
GCIM	The Global Commission on International Migration
GDP	Growth Domestic Product
GEF	Global Environmental Facility
GEO	Group on Earth Observation
GFII	Global Forum on International Investment
GOSS	Government of Southern Sudan
HCOC	The Hague Code of Conduct against Ballistic Missiles
HRD	Human Resource Development
HSGIC	Heads of State and Government Implementation Committee (Nepad)
IAEA	International Atomic Energy Agency
IBRD	International Bank for Reconstruction and Development (World Bank)
IBSA	India, Brazil, South Africa Dialogue Forum
ICAO	The Council of the International Civil Aviation Organisation
ICC	International Criminal Court
ICJ	International Court of Justice
ICNRD	International Conference for New or Restored Democracies
ICRC	Interim Chemicals Review Committee

ICT	Information and Communications Technology
ICTR	International Criminal Tribunal for Rwanda
ICTY	International Criminal Tribunal for Yugoslavia
ILC	International Law Commission
ILO	International Labour Organisation
IMC	International Marketing Council
IMF	International Monetary Fund
IMO	International Maritime Organisation
INC	Inter-Governmental Negotiating Committee
IOC	The International Oceanographic Commission
IOR-ARC	Indian Ocean Rim Association for Regional Co-operation
IPCC	Industrial Participation Control Committee
IRPS	International Relations-Peace and Security
ISA	The International Seabed Authority
ISPS	International Ship and Port Security Code
ITEC	Intergovernmental Trade and Economic Committee (with Russia)
ITU	International Telecommunication Union
IUU	Illegal Unreported and Unregulated (Fishing)
IWC	International Whaling Commission
JBC	Joint Bilateral Commission
JPCDS	Joint Permanent Commission on Defence and Security
JPOI	Johannesburg Plan of Implementation
JSE	Johannesburg Stock Exchange
KPCS	Kimberley Process Certification Scheme
LDC	Least Developed Countries
MBT	Mine Ban Treaty
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreements
MERCOSUR	Southern Common Market (Argentina, Brazil, Paraguay, Uruguay)
MISS	Minimum Information Security Standards
MOP	Montreal Protocol on Substances that Deplete the Ozone Layer
MSP	Master Systems Plan (ICT)
MTCR	Missile Technology Control Regime
NAASP	New Asian African Strategic Partnership
NAM	Non-Aligned Movement
NCACC	National Conventional Arms Control Committee
NCCC	The National Committee for Climate Change
NEPAD	New Partnership for Africa's Development
NFAR	National Forum Against Racism
NGO	Non-Governmental Organisation
NIPP	The National Industrial Participation Programme
NPT	Nuclear Non-Proliferation Treaty
NSG	Nuclear Suppliers Group
NSI	Nuclear System of Innovation
NSTF	National Science and Technology Forum
ODA	Official Development Assistance
ODIN	Ocean Data and the Information Network
OIC	Organisation of Islamic Conference
PAP	Pan African Parliament
PAYU	Pan African Youth Union
PIC	Prior Informed Consent
PMO	Policy-Making Organ
PMS	Performance Management System
POP	Persistent Organic Pollutants
PSC	Peace and Security Council (AU)

PUSET	Public Understanding of Science and Technology
RECs	Regional Economic Communities
RISDP	Regional Indicative Strategic Development Plan
S&T	Science and Technology
SAA	South African Airways
SACU	Southern African Customs Union (SA, BLSN)
SADC	Southern African Development Community
SADR	Saharawi Arab Democratic Republic
SAIAIF	South African International Affairs ICT Forum
SAMSA	South African Maritime Safety Authority
SANGOCO	South African Non-Governmental Organisation Coalition
SAPO	South African Post Office
SAT	South African Tourism
SAWID	South African Women in Dialogue
SC	Security Council (United Nations)
SME	Small and Medium-sized Enterprises
SOLAS	Safety of Life at Sea Convention
SSR	Security Sector Reform
TDCA	Trade and Development Co-operation Agreement (with EU)
TICAD	Tokyo International Conference on African Development
TISA	Trade and Investment South Africa
TRIPS	Trade Related aspects of Intellectual Property Rights
TWG	Technical Working Groups
UK	United Kingdom
UN	United Nations
UN PoA	United Nations Programme of Action
UNCED	United Nations Conference on Environment and Development
UNCHR	United Nations Commission on Human Rights
UNCITRAL	United Nations Commission on International Trade Law
UNCLOS	United Nations Convention on the Law of Sea
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNGA	United Nations General Assembly
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICPOLOS	The United Nations Informal Consultative Process on Oceans and the Law of the Sea
UNIDO	United Nations Industrial Development Organisation
UNISA	University of South Africa
UNSC	United Nations Security Council
UPU	Congress of the Universal Postal Union
USA	United States of America
VLCC	Very Large Crude-oil Carriers
WCAR	World Conference Against Racism
WEF	World Economic Forum
WEHAB	Water, Energy, Health, Agriculture, Biodiversity
WMDs	Weapons of Mass Destruction
WMO	World Meteorological Organisation
WSIS	World Summit on the Information Society
WSSD	World Summit on Sustainable Development
WTO	World Tourism Organisation
WTO	World Trade Organisation

