

Discuss the proposal of a second Deputy Minister for Africa.

From: ADDIS- ABABA

Mission wishes to point out That often SA's policies and positions are 01' variance with those of other African countries and requires guidance on The issue.

CREATION OF WEALTH : INTERNATIONAL
ORGANISATIONS
(UN, SADC, OAU ETC)

Goal

The effective management of South Africa's interface with international institutions on the basis of progressive proximity so as to meet the maximum benefit for South Africa, our region and the South.

Strategies

- 1.
- 2.
- 3.
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- 8.

Assume a higher, more assertive and effective profile and engagement in international institutions.

Rationalise our' interface with SADC.

Rationalise our interface with the OAU.

Rationalise our interface with the UN.

Rationalise our inter'face with the Commonwealth.

Rationalise our interface with AC? and WTO.

Prioritise organisations, in consultation with other' relevant government departments, from which we could gain the greatest benefit, given our limited resources.

Use our influence, (for instance our' chairmanship of NAM and UNCTAD) to advance the agenda of the South.

From:

Beverly Hills

Bring the Department of Foreign Affairs to the people of South Africa. Let it be service friendly, bring foreign cultures by way of social or religious concerts and stem the tide on social frictions. Foreign Affairs being the direct link between South Africa and the world, should be in the forefront of encouraging peaceful human existence between South Africans and the world.

From:

Berlin

Organise an international conference in South Africa for' all recipients of the Nobel Peace Prize still alive. The purpose of such a conference should be to focus on development of peace and human rights as a challenge in the 21st century. The proposed conference can be organised together with the Nobel Prize Committee (Oslo, Norway), and President Mandela, as a former recipient, can act as patron for the conference.

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With the 100 year commemoration of the Anglo-Boer War in 1999 it might also be considered to host an international conference to mark this event with special emphasis on the processes at work in Events such as the surmounting international and internal conflict. two world wars, Holocaust, dictatorships in several countries, religious conflict and civil wars have often posed the question how to overcome not only international conflict but also internal strife. The reconciliation process in South Africa as well as the successful work of the TRC have received international recognition. With the next century only a year away, a conference in South Africa might provide the ideal opportunity to give further- direction on conflict resolution in all its facets.

COMMUNICATIONS

Goal

South Africa be viewed internationally as a role model of a constitutional state governed by the rule of law and, domestically, the Department's image enhanced as a concerned role player which promotes the interests and well-being of South Africa's citizens.

Strategy

1.

Strive to communicate the crucial linkage between foreign policy and the government's domestic objectives, as enshrined in the Constitution and the Bill of Rights.

Strive to create the image of South Africa as an influential, consistent and reliable partner in its interaction with the world.

3.

Actions needed

Implementation of the provisions of a definitive media manual for the Department in order to ensure a structured and disciplined approach to media relations.

Daily Top Management meeting held between 08.00 and 08.30 to prepare reactive and proactive strategies for the day.

Enhance coordination with the Presidency and the Deputy-Presidency by creating a mechanism through which consistent and uniform responses to media enquiries on Foreign Affairs issues are ensured.

Develop joint initiatives with SADC in regard of tourism and culture promotion.

Engage the Department of Home Affairs to review the current Visa Policy.

Assist with protection of SA traditional knowledge (arts and culture) as intellectual property, with particular reference to the need to have this issue focused upon in the World Intellectual Property Organisation (WIPO).

10.

Timely preparation for participation in international exhibitions such as the Hannover 2000 Fair.

Actions needed

Reâ\200\224or'gcmise and strengthen DMAC.

Arrange formal consultations with SATOUR, Department of Environment Affairs and Tourism, the Provinces, and Tourism Business Council to agree on a common marketing strategy for the marketing of SA abroad.

Arrange for training through secondment to DACST for DFA officials prior to posting abroad.

Liaise with sporting bodies and cultural groups to exploit imageâ\200\224building possibilities abroad.

Evaluate and define SA's role at UNESCO.

Identify and access international funds available for' the development of arts, culture and sports development in SA.

SADC security structures. This would include supporting the UN reform process to make the UN Security Council more representative of the international community.

Strengthen South Africa's early warning capacity and preventive diplomacy capability inter alia through the empowerment of our diplomatic missions, especially in Sub-Saharan Africa, to ensure the provision of accurate and timely information, as well as professional analyses relating to potentially threatening security situations.

Similarly enhance the capacity of our diplomatic missions on the continent to monitor outbreaks of contagious diseases and report timely in order to alert local, regional and international health authorities to take preventive action.

Enhance the Department's capacity to process and respond effectively to early warning signals relating to both threatening conflict situations and outbreaks of contagious diseases.

Coordinate with relevant government departments to ensure an effective national response to these situations.

Promote democracy, good governance, transparency and accountability within the rule of law in other African states as a method of conflict prevention. This could be done inter alia through election monitoring and assisting other countries, particularly in the SADC context, to strengthen the functioning of their government institutions.

Encourage harmonisation of policy between African states on conflict prevention.

Comments on/Addiâ\200\231rions 'ro Actions needed)

From:

Ramallah

Monitor conflicts and other- events with potential security implications around The world To ensure â\200\231rhaâ\200\231r South Africa is in a position To play whatever role is deemed appropriate from Time To Time To assist resolution of problems or, at least To Take appropriate measures To protect South African society against negative effects of such events.

10.

Target specific Technology for' Transfer To South Africa.

Implications

1.

An increase in The human, financial and Technological resources for The National Coordinating Office for Science and Technology.

A broadening of The functions of foreign representatives of DFA, DTI, Mineral and Energy Affairs and Agriculture abroad To include Science and Technology.

Establishment of a Training course on science and Technology at The Foreign Service Institute.

The skills of SA nationals living abroad in international Science and Technology for'a are utilised.

Engage in a systematic manner other' strategic government departments such as DACST, Health, Defence, Mineral and Energy Affairs and Posts, Telecommunications and Broadcasting, as well as institutions such as The CSIR and science and Technology foundations, academia and civil society, with regard To requirements in The science and Technology fields.

Key role players

1.

2.

A new National Coordinating Office for Science and Technology.

DACST, DTI, SASS, Finance, Justice, Mineral and Energy Affairs, Post and Telecommunications, Health, Agriculture,

Encourage, assist and lobby Parliament and other government departments for the mitigation of or accession to outstanding human rights agreements.

Use existing inter-departmental structures such as the National Action Plan to monitor implementation of international and constitutional human rights.

Focus discussions on the right to development and the effects of corruption.

Compile a list of vacancies that exist in prominent international human rights bodies or organisations for the secondment of South Africans.

Organise a seminar on the negative effects of corruption on human rights.

Encourage the signature of, accession to and ratification of all international human rights instruments by other countries, particularly states on the African continent.

Promote the application of human rights instruments and the effective enforcement of decisions of international courts and tribunals.

10.

11.

Initiate and promote the expansion of the range of international instruments relating to human rights in areas not yet covered by existing instruments.

Promote the effective functioning of existing international human rights structures such as the UN and African Commissions on

Create a Coordinating Office for Science and Technology in The Department To monitor and implement agreements.

Ensure That issues relating To Science and Technology are focussed upon and addressed in The agendas of international organisations i.e. UNCTAD, NAM, OAU, Commonwealth, SADC, World Intellectual Property Organisation, WHO, International Telecommunications Union, other specialised agencies and organisations, in such a way as To address The concerns of developing countries.

Identify suitable lawyers for Training on Intellectual Property Law.

Identify sources of funding for capacity building.

Promote SA's excellence and capacity in Science and Technology internationally.

Cultivate close relationships with key agencies To foster bilateral and multilateral science and Technology cooperation.

Negotiate with The International Organisation for Migration and South African Network of Skills Abroad (SANSA) To conclude The audit of all skilled South Africans living abroad.

Develop a strategic programme of seconding officials of DFA and DACST To selected international scientific and Technical institutions and organisations.

Formalise with Finance, DTI and Agriculture a working relationship on investment and Trade issues, including The secondment of officials To each other's establishments.

Plan with DTI a joint Trade and investment promotion strategy including The development of common websites and other business and Trade promotional IT systems.

Conduct joint Training with DTI, Agriculture and IDC officials in investment and Trade promotion.

Recommend That The Presidency and Ministry Take along delegations of business and Trade persons on overseas missions, if possible.

Hold regular consultations on Trade and investment with civil society, business, etc.

Devise with DTI a regional SADC investment strategy on inward and outward investment.

Coordinate foreign Trade, investment and promotion with The Provinces and Local Governments.

Nominate persons To serve on DTI investment and Trade promotion structures such as The National Export Advisory Council, Business SA, NEDLAC, etc.

Become involved in improving conditions for doing Trade and investment.

10.

Promote Trade and investment, including defending SA's image abroad.

Regional SADC Investment strategy in place before next SADC Summit.

Workshop between Departments and Provinces held by June 1999.

Structure for Presidency and Ministers To include business delegations during official visits in place by July 1999.

Officials are appointed to investment structures such as NEDLAC, The National Export Advisory Council and Business SA by March 1999.

Legal Section completes coordination of a seminar on impact of labour law on conditions for Trade and investment by June 1999.

Performance indicators

Evidence of a reduction in The number of illegal migrants in South

1.
Africa.

2.

3.

Effective cooperation between government departments and Sub Saharan African states on migratory matters.

Clear reduction in level of corruption in migration matters.

SECURITY : MIGRATION

Goal

Ensure South Africa's sovereignty and enhance its international capability To promote The well-being of its citizens.

STrategy

Promote an environment of physical and social safety and

1.
economic growth in The region.

2.

Ensure That illegal migrants and asylum seekers in South Africa are Treated in accordance
inTer-national human rights and refugee conventions.

with The constitution and

Actions needed

1.

2.

3.

4.

Initiate The establishment of a permanent multi-departmental and multi-organisational structure To deal with a sudden influx of refugees and related humanitarian emergencies.

Encourage SADC, The OAU and other regional organisations To establish similar structures.

Coordinate The establishment of warehouses stockpiled with relief supplies To deal with humanitarian crises resulting from a sudden influx of refugees.

Pursue consultations and negotiations with SADC member states with a view To finding common positions for an eventual protocol facilitating The movement of persons in The region.

Discuss the transfer of the Development Cooperation Office from Finance to DFA.

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Whilst it is important for the Department of Foreign Affairs to mobilise international finance in the form of Loans or Grants-inâ\200\224Aid for development and poverty alleviation in 5A, the Mission does not support the objective to transfer the Development Cooperation Office back to the DFA - RIYADH.

In the past the Department has neither proved competent, efficient nor reliable in handling financial and administrative affairs of Development Cooperation Office - RIYADH.

Unless highly skilled financial administrators are found to run the cooperation on a professional basis, DFA should not persist in seeking the transfer of the Development Cooperation Office from the Department of Finance to avoid a possible recurrence of past disastrous experiences - RIYADH.

The question is why? Define and separate political function from financial aid control function and relocate political function in DFA - NEW YORK (CG).

10.

In coordination with The relevant government's departments, ensure The active and coordinated implementation of South African positions in The international fora dealing with globalisation, particularly in key institutions such as The WTO and UNCTAD etc.

Implications

1.

2.

Allocation of human, financial and Technological resources for a Globalisation Unit.

Institutionalise direct interaction with The Presidency on globalisation.

Key role players

1.

A new Globalisation Unit.

All desks.

All missions, especially The cluster of missions accredited To The 68 (North) and like-minded countries of The South.

National government departments, especially The Presidency, Posts, Telecommunications and Broadcasting, Finance and DTI, business, Trade unions, academia and political parties.

World Trade Organisation (WTO).

World Health Organisation (WHO).

International Labour Organisation (ILO).

CREATION OF WEALTH : GLOBALISATION

Goal

Take The lead in managing SA's inTerface with globalisaTion so as To ensure maximum benefiTs and minimise iTs negaTive aspectS.

STraTegies

1.

Develop a coordinaTed SouTh African approach To globalisaTion.

Wor'k Through appropriaTe inTer'naTional insTiTuTions, especially Those in which SA has influence, To advance SouTh African and developing world's domestIc agendas.

Lobby for The reform of The BreTTon Woods InsTiTuTions.

4.

Identify like-minded counTries of The SouTh To be sTrâ\200\230aTegic parTner's in The inTer'face with globalisaTion.

AcTions needed

EsTablIsh a formal sTrucTurâ\200\230e in The DepartmenT To deal with globalisaTion.

Organise inTerâ\200\224departmenTal consulTaTions with likeâ\200\224minded departmenTs such as The Presidency, DTI, F inance, PosTs, TelecommunicaTions and BroadcasTing, eTc which will analyse The impacT of globalisaTion (e.g. massive cross-border currency flows) and ensure The coordinaTed implemenTaTion of SouTh African posiTions on The issue.

CREATION OF WEALTH : SCIENCE AND TECHNOLOGY

Goal

Facilitate the utilisation of Science and Technology To create conditions for economic and national development.

Strategies

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- 2.
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- 4.
- 5.

Create a coordinated government approach To Science and Technology.

Increase awareness of The benefits of science and Technology Through appropriate international bodies in which South Africa has influence.

Foster international commitment to address global social, economic and developmental priorities Through investment in international scientific and technological cooperation.

Use Binaional and Join Commissions with other countries To improve Technology Transfer.

Make use of The UN and its structures to facilitate the transfer of Technology.

Actions needed

- 1.

The Minister and Director-General join The Ministerial and DG'S Committee on Science and Technology.

Welfare and Population Development, Investment South Africa and The Industrial Development Cooperation.

Science and Technology institutions.

Committee on International Migration.
All multilateral and bilateral missions.

South African Network of Skills Abroad (SANSA).

7.

Private Sector'.

Performance indicators

The National Coordinating Office in The Department To
established by mid-2002/1999.

The Training course on Science and Technology, with
emphasis on intellectual property, for officials from DFA,
DTI established by the end of 1999.,

Five lawyers identified for Training in Intellectual Property
by April 1999.

Report on The achievement of The pursuit of issues
relating To Science and Technology and The focus in The
agendas of international organisations, i.e. UNCTAD,
NAM, OAU, Commonwealth, SADC, WIPO, WHO, ITU
and other specialised agencies and organisations.

The Minister and The DG join The Ministerial Committees on
Science and Technology by The next Cabinet Meeting in
February 1999.

Human Rights, The International Criminal Court and other international Tribunals dealing with human rights abuses.

12.

13.

Expedite the establishment of The African Court on Human and People's Rights and consider proposing South Africa as its seat.

Interact with existing national and international NGOs dealing with human rights issues and mobilise their expertise and resources.

Implications

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5.

Appropriate Training of all members of The Department on human rights issues must be made a priority.

The secondment of appropriately qualified South Africans to the abovementioned international human rights structures.

Restructuring and strengthening human rights desk.

Closer liaison with legal advisors.

Update database on NGOs and experts on human rights.

Key role players

1.

2.

Foreign Service Institute and all Head Office desks, particularly the Multilateral desks and The Legal Advisors

AH Missions, particularly Addis Ababa, Dar es Salaam, Geneva and The Hague

CREATION OF WEALTH & SECURITY : HUMAN RIGHTS

Goal

Ensure South Africa's sovereignty and enhance its international capability to promote the well-being of its citizens.

Strategies

1.

Establish South Africa as a credible champion of human rights, democracy and good governance by promoting respect for humane values and practices.

Contribute towards creating and maintaining an international environment conducive to a culture of human rights in order to enhance domestic, regional and international security.

Ensure that the promotion of human rights is one of the central considerations in foreign policy.

Promote international respect for human rights with special emphasis on economic, social and development rights.

Actions needed

Place human rights issues on the agenda of international organisations in which we have an influence such as NAM, OAU, SADC and The Commonwealth.

Introduce human rights issues in bilateral negotiations where appropriate.

SECURITY : CONFLICT RESOLUTION AND DISARMAMENT

Goal

Ensure South Africa's sovereignty and enhance its international capability To promote The well-being of its citizens.

STrategy

Enhance South Africa's security Through active engagement in

1.
conflict prevention, management and resolution.

Continue playing a leading role internationally in non-proliferation

2.
and disarmament of weapons of mass destruction and Their delivery systems as well as conventional weapons.

Ensure That The Department plays its rightful role in decision

3.
making relating To The procurement as well as The sale of arms in view of The implications for South Africa's foreign relations.

Monitor The spread of contagious diseases on The African

4.
continent, such as malaria, Tuberculosis, hepatitis, HIV as well as The occurrence of natural disasters in view of The risk of vast population movement following from The spread of such diseases or' The consequences of such disasters which might lead a conflict situation/security risk. Equally, observe situations relating To access To water' and other natural resources which could give rise To conflict.

Actions needed

1.
Strengthen and actively participate in The functioning of international and regional organisations dealing with conflict prevention, management and resolution, such as The UN, OAU and

4.

Promote The image of The Department by ensuring The application of high professional standards in all sections of The Department, which interface with The public.

5. The Operations Room To ensure a more professional service, on The interaction with The public and, secondly, providing

one hand in its early warning on impending crises.

6.

Create a DFA website within The SA Desk, which would also secure The services of SAPA, Reuters, AFP and AP.

7.

Prepare a "Programme of Activities" for The year, centred around important events like The SADC, OAU and Commonwealth Summits, as well as all other important multilateral conferences where South Africa's interests are at stake.

8.

Enhance vertical and horizontal communication in The Department.

Identify a core group of regional Missions in order To implement a comprehensive proactive media strategy internationally.

SA Desk must produce a daily "media guidance" SRA To provide

missions with appropriate and timely information dealing with more pressing issues.

Implications

1.

Rationalise all communications components of The Department under one Chief Directorate.

Top Management sets aside 30 minutes every day for a meeting

2.

on media strategies.

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11.

Task The DFA Language Training Committee To investigate
The use of official languages within The Department.

Mobilise The World Tourism Council To our benefit.

Develop a strategy and guidelines for officials abroad To
market Tourism.

Sensitise South Africans To The benefits and demands of
international Tourism, while respecting and protecting The
dignity and rights of Indigenous People and children in
culture/Tourism promotion.

Devise plans To minimise overly-negative reporting on crime
in SA and empower officials abroad To respond effectively
To concerns.

12.

Prepare for The Hannover 2000 Fair.

Implications

Re-allocation of human and financial resources To form a
dedicated and strengthened desk/unit.

Key role players

1.

Departments of Arts, Culture, Science and Technology,
Environment Affairs and Tourism, Sport and Recreation,
Home Affairs, Trade and Industry and Safety and
Security.

SATOUR, World Tourism Council and Tourism Business

Council-202.

spot possible flash-points That could have a detrimental effect To our- national interests. Where appropriate, The South African Government should Then expeditiously initiate preventive diplomacy.

From:

Berlin

An effort should be made To create more public awareness of Those human rights instruments That were ratified by The South African Government A conference for The provinces on human rights and South Africa's international commitments in This regard might be considered. Each province, can for example, be assigned one of The instruments To put special emphasis on That specific instrument within The province. The following international instruments already signed by South Africa can be considered:

Convention on The Elimination of All Forms of Discrimination

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Against Women.

Convention on The Political Rights of Women.

Convention on The Rights of The Child.

Convention against Torture and other' Cruel, Inhuman or Degrading Treatment or' Punishment.

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International Covenant on Economic, Social and Cultural

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Rights.

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International Covenant on The Elimination of all forms of Racial Discrimination.

Performance indicators

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- 4.
- 5.
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Globalisation Unit is formed and a data base established within three months.

Production of South African and regional position papers on globalisation are completed within six months.

Globalisation debate is placed and remains on the agenda of NAM, SADC, and Commonwealth at their next Summits.

Reform of the World Bank and the IMF is debated widely in public forums within the next year.

Debate on globalisation among the public sector, the private sector and civil society is organised within the next six months.

The cluster of 230 missions in the 68 (North) and the like-minded countries of the South report quarterly on the impact of globalisation.

Establish a formal structure in the SADC Secretariat to deal with globalisation within one year.

Establishment of a training module on globalisation at the Training Institute within one year.

CREATION OF WEALTH : ARTS, CULTURE, SPORTS AND TOURISM

Goal

Enhance South Africa's image abroad by propagating South African arts, culture, sport, Tourism and values and promote in SA the pursuit of internationally-accepted norms in these areas.

Strategies

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Re-establishment of a home for arts, culture, sport, Tourism and image-building in the Department.

Engage relevant national and provincial government structures to formalise a coordinated international strategy

Facilitate inward development assistance and funding to benefit arts, culture and sports development

Encourage the portrayal abroad of SA's cultural diversity and work against the inappropriate commercialisation of culture and the attendant abuse of indigenous people.

Lobby for the hosting of major world events such as the World Cup and the Olympics.

Liaise with SATOUR and the Department of Environment Affairs and Tourism on a joint strategy to market SA as a tourism destination.

of The priorities identified under The various Themes of The Thematic Review Document.

The identification within six months of increased financial resources need To achieve The objectives identified in The Thematic Review in The context of The goal of "Political relations", in order To allow for' increased allocations To be included in The revised 2000 budget of The Department.

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THEMATIC REVIEWS:

STRATEGIC PLANNING

Host a seminar on globalisation involving government departments, civil society and the private sector'.

Institute a programme of skills development amongst officials and other role players through secondment to institutions such as the SA Reserve Bank, the World Bank, the UN, and other international agencies and organisations, and selected major international banks in order to compete in the new global environment.

Request a study on globalisation from UNCTAD.

Ensure that the issue of globalisation is debated and effectively addressed in the UN, OAU, SADC, G77, NAM, Commonwealth, WTO, WHO, ILO and UNCTAD with particular reference to the difficulties faced by developing countries.

Support efforts of the Presidency in lobbying the Heads of the World Bank and IMF to help alleviate poverty and debt in the developing world.

Procure international assistance to ensure maximum connectivity for Southern Africa and African inter-connectivity to play a full part in the Global Information Society (GIS).

Create a cluster of Missions in the 68 (North) and of like-minded countries of the South to jointly and strategically monitor the effects of globalisation.

SECURITY : LEGAL ISSUES

Goal

Ensure South Africa's sovereignty and enhance its international capability To promote The well-being of its citizens.

STrategy

Promote justice and compliance with international law in The conduct of relations between nations.

Actions needed

1. Identify and prioritise relevant international conventions and protocols relating To The conduct of relations between states, including Those on Technical matters, as well as Those setting internal behavioural norms on issues such as human rights and labour practices and ensure That South Africa becomes party To Them.
2. Coordinate and monitor South Africa's responsibilities with respect To membership of international organisations and The implementation of its Treaty obligations by various departments.
3. Strengthen international judicial and legal systems To enhance capacity for implementation.
4. Promote The harmonisation of applicable domestic legislation among

SADC member states in Terms of The objectives of The SADC Treaty.

5. Formulate researched positions on questions relating To South Africa's borders with neighbouring states, particularly Botswana,

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2.

All Missions will have particular focus on Those with sub-Saharan Africa

Departments of Justice, Safety and Security and SASS and

3.

NIA

Performance indicators

1.

2.

3.

Clear evidence of a reduction in Transnational crime in The region.

Improved coordination between key role players in The country and region.

Establishment and effective functioning of The proposed infrastructure unit within a period of one year.

6.

The FDI clusters' missions will have to coordinate and report on their activities and experiences.

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Key role players

1.

A new Trade and Investment Working Group.

Cluster Missions.

All other Missions and Desks.

Departments of Trade and Industry, Agriculture, Finance and Transport.

Foreign Missions in Pretoria.

The service sector.

Missions that are accredited to countries that are major economic powers.

5A Chambers of Commerce, Business and Industry.

Armscor'.

8.

9.

Performance indicators

1.

A Trade and Investment Working Group to be in place in six months.

2.

Joint Training to be in place in 12 months.

Promote a SADC agreement relating to the international regional migration of skilled workers to prevent a one-way "brain drain", and undertake a similar action in respect of the whole of Sub-Saharan Africa.

Utilise South Africa's membership in the UNHCR, IOM and similar bodies to influence and direct their decisions to the best advantage of the country, the sub-region and the continent.

Coordinate with Sub-Saharan African states and relevant South African institutions efforts aimed at the reduction of corruption in migratory matters.

Implications

The Department would have to take the lead in the coordination of actions with relevant government departments, particularly relating to the stockpiling of warehouses.

The Department would have to undertake initiatives in the region to harmonise structures and agreements relating to migration.

Key role players

1.

Head Office Desks: SADC and multilateral humanitarian affairs:
OAU; Consular matters

Missions: Geneva, Sub-Saharan Africa, Addis Ababa, Brussels, Gaborone, Geneva, New York, The Hague, Rome, Vienna

Other national departments:
Home Affairs, Justice, Constitutional Development, SAPS, Safety and Security, SASS, NIA

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11.

12.

13.

14.

Finalise negotiations with The European Union and Lomé V.

Prepare 0 SA position paper on The Round on Agriculture for The World Trade Organisation That comes up in 1999/2000.

Develop a strategy of involving other Southern African countries in specialised organisations such as The Cairns Group and The Valdivia Group.

Bilateral missions To monitor Trade regulatory systems of Their countries of accreditation so as To ensure That These are in line with WTO rules and are not discriminatory To SA.

Implications

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5.

The creation of a Trade and investment working group in conjunction with DTI which is representative of all components.

Heads of Mission and all other officers must be trained on Trade and business promotion.

The curriculum of The Foreign Service Training Institute will have To reflect an integrated approach on Trade and investment.

A closer working relationship with business and civil society will have To be established.

Each Desk will have To designate one official responsible for Trade and investment.

THEMATIC REVIEWS: STRATEGIC PLANNING

CONTENT

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CREATION OF WEALTH AND SECURITY :

1.

2.

POLITICAL RELATIONS: BILATERAL

CREATION OF WEALTH

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Globalisation

International Organisations

Arâ\200\231rs, Culture, SporTs and Tourism

Science and Technology

Environment and Marine

Trade and Invesâ\200\231rmemâ\200\230

Finance and Development

3.

SECURITY

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Legal Issues

Crime

MigraTion

Conflict Resolution and Disarmamenâ\200\231r

Human Rights

COMMUNICATIONS

PROTOCOL - Separate documemâ\200\230 To be distributed

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In some cases it will be necessary To find new financial resources in particular.

4.

Establishment of appropriate Training courses on all The elements defined in The Thematic Review (IT The Foreign Service Institute.

Key role players

1.

2.

3.

Foreign Service Institute and (1â\200\235 Head Office desks, particular'ly The bilateral desks and The Legal Advisors.

All bilateral Missions and multilateral Missions where appropriate.

Other line function Departments eg: DTI Finance, DACST, SASS, SANDF etc who have an input To make with regard To The political relations with identified like minded countries with regard To The issues identified in The Thematic Review.

Performance Indicators

1.

2.

3.

Complete within six months, The review of South Africa's foreign relations with a view To The strengthening or creation of bi-national commissions or special relationships.

The identification within six months of appropriate elements of civil society and NGOs both within South Africa and abroad with whom To engage on issues identified in The Thematic Review.

A reorganisation within six months of The relevant desks (particularly bilateral) of The Department To Take account

Performance indicators

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Training programme on development and finance within The next year.

Publication of 0 SA position paper on development within six months.

Transfer of Development Cooperation Office from Finance To DFA.

Conference on corruption in development within six months.

Update of database on N603, academia, and private sector activities within three months.

Discussion with SADC on regional strategies for development by year 2000.

Present a strategy on food and water security within six months.

The Development Cooperation Office To produce an audit on distribution of development assistance within three months.

- 9.

Interdepartmental strategy meeting on aid/development to be held within six months.

ADDENDUM

From: RIYADH, NEW YORK (CG) AND KUALA LUMPUR

Play on active role in drafting an international convention dealing with Transnational organised crime, and ensure that the interests of the region are taken into account.

Encourage and lend support to new initiatives such as the establishment of a regional central data base on cross border crime.

Encourage SAPS to undertake an audit of exactly what is being done by whom in South Africa and in the region in the field of combating Transnational crime.

Take measures to counter negative perceptions relating to the levels of crime in South Africa.

Implications

1.

More human and material resources would have to be obtained from international sources to be channelled to SAPS, the intelligence services and for the establishment of the proposed regional data base.

A unit headed by a Director should be established to assume responsibility for the issue of Transnational crime, including the proposed audit.

Key role players

1.

Head Office Desks :

SADC, OAU and Sub Saharan African bilateral desks
Legal Section

Lesotho and Swaziland in order To be adequately prepared for possible disputes on This issue.

Implications

An ongoing audit of Southern Africa's performance relating To membership and implementation of relevant international conventions and protocols.

Key role players

1.

Head Office Desks :

Legal Section

Relevant multilateral and bilateral desks

2.

Missions:

Addis Ababa, Brussels, Gaborone, Geneva, London, New York, Paris, Rome, The Hague, Vienna, Washington and other relevant missions.

Departments of Justice, Safety and Security and other

3.

appropriate Technical departments.

4.

Parliament and other legislative structures

Performance indicators

Signing of, accession To, and ratification of relevant conventions

1.

and protocols.

The Departments of Environment Affairs and Tourism, Water Affairs and Forestry, Finance, Trade and Industry, SANDF, Safety and Security, Agriculture, Land Affairs, Mineral and Energy Affairs, NIA and SASS.

Bilateral and Multilateral missions.

4.

Legal Section.

Performance indicators

A strategy to combat illegal fishing within three months.

Implement legislation on The demarcation of SA's maritime boundary in The next Parliamentary Session.

A Training course on Marine and Environment issues within the next 12 months.

Workshop on Marine, Environment and Climate Change issues within the next six months.

The active involvement of specialised personnel of DEAT,

DTI, Mineral and Energy Affairs, Agriculture, Water Affairs and Forestry in preparations for international conferences will have to be secured as soon as possible.

Multilateral Desks must conduct an audit within one year of countries not yet signatories to international conventions i.e. Basel Convention.

Build expertise in development research, and development finance through a process of secondment of officials to public and private financial and academic development institutions.

Negotiate with the Department of Finance to transfer the Development Cooperation Office back to DFA.

Prioritise the disbursement of development aid within South Africa with the aim of channelling funds to programmes that alleviate poverty.

Utilise international forums where South Africa has influence – NAM, SADC, Commonwealth – to discuss strategies for development.

Initiate regional discussions on development with emphasis on South Africa's contribution to regional development – Maputo Corridor, Lubombo Corridor, etc.

Require funding agencies to train and use South African technical experts wherever possible as a way of building internal capacity.

Develop a strategy for attracting development funding and for disbursing development to SADC and other African countries – e.g. Development Bank of Southern Africa.

Develop a strategy on food and water security in conjunction with the Departments of Agriculture and Water Affairs and Forestry.

Funding for' The new NaTional CoordinaTing Office for'
Science and Technology obTained by end 1999.

AudiT from The InTernaTional OrganisaTion for' MigraTion
wiThin a year.

informaTion/
DisTr-ibuTe scienTific and Technological
publicaTions To promoTe awareness of \$ouTh Africa's
achievementT in This field.

different ways including with very negative implications.
It is recommended That this element should be redrafted
so as to more accurately 5101? what is intended."

52

15.

16.

17.

18.

concluding regional arrangements and an international convention
to combat small arms and light weapon proliferation.

Ensure effective implementation of the Convention banning anti-personnel
mines as well as its universalisation, international
cooperation in demining and victim assistance.

Play an active role in government decisions relating to the
procurement of armaments for the SANDF and other security
forces in view of the foreign relations implications of such
decisions.

Continue to ensure that the Department plays a primary role in all
decisions regarding arms sales and the control of material and
technology with possible proliferation implications.

Play a coordinating role with other relevant government
departments in order to ensure that the activities of private
security companies operating out of South Africa in other
countries, especially in African states, be brought in line with the
provisions of South African legislation prohibiting mercenary
activities.

Implications

1.

Budgetary provision to enable South Africa to fulfil its
obligations in peace missions.

The Foreign Service Institute should introduce a training module
on peace missions for departmental officials, with the possibility
of expanding the service to other government departments.

Organise a workshop with civil society, especially youth and other' interested parties, on issues relating to marine and the environment, particularly its impact on foreign policy.

Lead and/or actively participate and pursue SA's interests in discussions on marine and environment issues at the international specialised agencies and organisations such as the UN, OAU, SADC, NAM, Commonwealth, IOR and the Zone of Peace and Coordination in the South Atlantic (ZPCSA).

Institute a programme of skills development amongst officials and other' role players on marine and environment issues through a programme of secondment

Develop a strategy together with the SANDF to respond to, and deal with, foreign vessels fishing illegally in South African waters.

Revisit the SADC discussion on international treaties affecting the environment

Act in terms of international Environment and Marine Instruments, international organisations, as well as specialised agencies and organisations, to counteract the effects of desertification.

Actively participate in like-minded groupings, such as the Valdivia Group, to pursue environmental issues which are in the interest of SA and other developing countries.

Obtain funding from international organisations for the protection of the environment and the sea.

Key role players

1.

All Head Office Desks

AH Missions especially Geneva, Vienna and The Hague on non-proliferation and disarmament issues

Other national departments:
SANDF, Finance, Justice, Safety and Security and other
Technical departments

4.

Parliament and other legislative structures

Performance indicators

The effective functioning of a national as well as a regional structure for conflict prevention, management and resolution by 2000.

An improved quality of reporting from Missions on matters pertaining to security, together with a commensurate capability by Head Office to process the information received.

Coordinated responses between SADC member states and relevant national departments to control contagious diseases.

Successful harmonisation of regional policies on conflict prevention, resolution and management by 2002.

Successful execution of SADC peacekeeping exercises, beginning with exercise Blue Crane during the first half of 1999.

60

8.

9.

10.

Human rights placed on The agenda of NAM, OAU, SADC and Commonwealth for next summits.

Seminar on The impact of corruption on development within The next 6 months. (NOTE: International Corruption Conference To be held 10-20 October' 1999 in Durban.)

Legal section To assist in The drafting of guidelines on how To promote human rights issues in foreign policy within The next 6 months.

ADDENDUM

From:

Kuala Lumpur

It is suggested, where appropriate, for The Department or The Presidency To make use of Special Representatives Or Envoys on sensitive issues like human rights and where South Africa's interests are at stake. have proven To be effective in addressing The often conflicting issues on human rights and economic interests.

Enjoying a certain clout, Special Envoys

Comments on Performance Indicators

From:

Kuala Lumpur 200/230

The High Commission was of The opinion That point 5 of The performance indicators required elucidation on The type of "increased participation in peace missions by South Africans" envisaged by The Department. The High Commission considers That Missions should play an important role in gathering intelligence To

EstabliSh a dedicaTedi public relaTions sub-directorTe.

All officials, including TelephonisTs, securiTy officers and sTaffers of The OperTions Room, should be sufficienle Trained To provide a professional service To The public.

ProducTion of relevanT and effecTive bookleTs and brochures on The DeparTmenT (domesTicaHy) and SouTh Africa (aT Missions).

RaTionalisaTion of The SA Desk and InformaTion Management SysTem.

Weekly debriefing fora esTabliShed To enhance communicaTion beTween Top Management and subordinaâ\200\231res.

Training in communicaTions skills for all officials.

AppoinTmenT of regional CommunicaTions ATTacheâ\200\231s aT core Missions abroad.

10.

AppoinTmenT of a journalist/wriTer responsible for drafTing ediTorial lengTh arTicles as well as speeches in coordinaTion wiTh The relevonT desks.

Key r'ole players

1.

All Head Office Desks, parTicularly The communicaTions componenT and Foreign Service InsTiTuTe

2.

AH Missions

Porâ\200\231rmy South Africa as a proponent of a democratic world order.

68

Comments on/Addiï-\201ons 1â\200\2310 Actions needed

From:

Berlin

A roadshow by Top management of higher education
insâ\200\231rifuâ\200\231rions To inform sâ\200\231rudemâ\200\230s and lecturers about So
uth
African efforts To advance human rights will not only create a
better awareness of South Africa's foreign policies but also
might serve To identify outstanding students as prospective
diplomats.

From:

Beverly Hills

Prepare and participate of bilateral and multilateral fora in an
effort To communicate fheâ\200\230 importance of democracy in The
world.

Additions Performance Indicators

From:

Beverly Hills

Newsletters and periodicals on democracy should be prepared
by DFA communication section and be readied for handouâ\200\231rs of
conferences and seminars.

/homâ\200\224 19990113 - 09:30

The Placement Policy will have to be amended immediately to provide for secondment of officials to international organisations as a normal posting.

Multilateral Desks and Missions will need to be strengthened by means of a new staffing policy immediately.

Reallocate current OAU funding for the purchase of communication equipment.

Appointment of a second Deputy Minister of Foreign Affairs for Africa.

Prepare a Cabinet Memo for a reversal of the OAU position on Security Council Reform.

Key role players

1.

SADC.

OAU.

UN and other international agencies and organisations.

Commonwealth.

NAM.

6.

Multilateral Desks.

Performance indicators

12.

7.

8.

9.

10.

11.

computer's To enhance The efficiency and effectiveness of The organisation.

The new Deputy Minister of Foreign Affairs for Africa must hold regular consultations with The Secretary General of The OAU To advance SA interests.

Develop a workable method of coordination between our OAU Mission and Head Office and other multilateral Missions so That consistent positions are Taken.

Seek Cabinet approval for' The reversal of The OAU Position on UN Security Council Reform.

In light of South Africa's chairmanship of NAM and SADC our' UN representatives must assume a prominent role of articulating and defending our positions and Those of The South and evolve lobbying strategies for a common position.

Coordinate Through Head Office activities between multilateral and bilateral missions giving special attention To The common SA positions on issues That are discussed in various multilateral institutions.

12.

Review and prioritise international organisations of which South Africa is a member or a participant.

13.

Actively participate in general governance issues of international organisations.

Implications

CREATION OF WEALTH : FINANCE AND DEVELOPMENT

Goal

Negotiate agreements on financial aid, loans, development finance and technical assistance in coordination with other Departments.

Strategies

1.

Negotiate development assistance and cooperation agreements for South Africa.

Help identify internal priorities for development aid.

Lead the fight against corruption and promote accountability in development.

Develop a regional forum on development and identify structural policy parameters.

Lobby regional and international institutions of finance i.e. NAM, UN, WTO, IMF, World Bank, EU and other international specialised agencies and organisations so as to shape and influence their allocation of funding.

Identify sources of development funding to use towards improving delivery of services.

7.

Lobby for the reform of the Bretton Woods Institutions.

Actions needed

CREATION OF WEALTH : TRADE AND INVESTMENT

Goal

Attract Foreign Direct Investment (FDI) and promote South African Trade and exports To make SA a globally competitive manufacturing economy.

Strategies

1.

Develop a South African strategy on Foreign Trade in conjunction with DTI, Agriculture, The private sector and civil society as a precursor To The merging of DFA and DTI's Export Promotion Division in Terms of The Presidential Review Commission.

Promote a South African strategy on outward investment as well as a policy on inward investment in conjunction with DTI and The private sector.

Utilise BNCs, Joint Commissions, FTA's and the WTO To reduce Trade Tariffs and non-tariff barriers and To open markets for SA products.

Update data on key countries with FDI in SA.

Create a cluster of missions accredited To countries with

FDI in SA.

Actions needed

2.

Compliance with and implementation of The aboveâ\200\224 mentioned
convenâ\200\230ions and protocols.

42

37

9.

Support efforts of the Presidency in lobbying Heads of the World Bank and the IMF to help alleviate poverty and debt in the developing world.

10.

Develop an interdepartmental aid/development strategy together with other relevant institutions in South Africa.

Implications

1.

2.

3.

The acquisition and management of development funding will have to become a core activity of DFA.

The creation of a Development Cooperation Office.

Reallocation of staff to Development Cooperation Office.

Key role players

1.

The Development Cooperation Office.

All desks.

Missions.

Academia.

Private sector and N605.

Development Bank of Southern Africa.

Departments of Agriculture, Water Affairs and Forestry and other relevant Departments.

SECURITY : CRIME

Goal

Ensure South Africa's sovereignty and enhance its international capability to promote the well-being of its citizens.

Strategy

The full integration of South Africa's efforts into broader international endeavours to combat the growth and spread of crime.

Actions needed

1.

2.

2.

Encourage SAPS and its counterparts in other states in Sub Saharan Africa - particularly those in fellow SADC member

states - to consider undertaking joint reviews of crime management strategies with a view to making the combating of organised crime a priority in the region.

Take steps, in conjunction with relevant departments, to ensure that South Africa and SADC member states fulfil their obligations under conventions dealing with drugs and crime and that regular reports are submitted to Treaty monitoring bodies, such as the International Narcotics Control Board.

Suggest possible forms of assistance, in consultation with relevant departments, to other SADC member states with capacity problems relating to cross border crime prevention and similarly, further afield, to other countries in Sub Saharan Africa.

considered like minded with regard To some orâ\200\230 all of The issues idenTified in The ThemaTic Review.

EsTablish bi-naTional and joint commissions with CounTries idenTified as being suitable for' such relaTionships. Seek To expand and inTensify The focus of existIng Biâ\200\224naTional Commissions To encompass The issues idenTified in The ThemaTic Review.

Require mulTilaTeml and in parTicular' bilaTer'al Missions To report regularly on Their consulTaTions wiTh likeâ\200\224minded counTr'ies cmd InTer'naTional OrganisaTions on issues relaTed To The objecTives idenTified in The ThemaTic Review.

Reorganise and sTrenGThen The various desks of The DepartmenT To enable Them To effecTively implement The policies idenTified in The ThemaTic Review.

IdenTify sources of funding To cover The cosT of implementIng The above sTmTegy.

ImplicaTions

1.

AppropriaTe Training of all members of The DepartmenT on all The ThemaTic issues must be made a prioriTy.

ResTr'ucTuring and sTrenGThenIng of The appropriaTe desks (bi-laTerâ\200\230al desks in parTicular') dealing wiTh The Themes idenTified in The ThemaTic review.

Where possible a re-allocaTion of human and financial resources To form a dedicaTed and sTr'engThened desk/unit.

POLITICAL RELATIONS: BILATERAL

Goal

Develop key political relations with relevant like minded countries, organisations, and civil society which will assist in the achievement of the strategic plans as identified in the Thematic Review document.

Strategy

- 1.
- 2.
- 3.

Renew the work of existing bilateral and joint commissions between South Africa and other like minded countries. Seek to establish such structures with important like minded countries with whom we have no such relationship.

Seek to increase South Africa's interaction with international organisations by engaging with them on a substantive level on the issues identified in the Thematic Review.

Create opportunities for NGOs and civil society to enter into a dialogue with the Government on the issues identified. Also seek contact with NGOs and civil groups in other like minded countries with a view to promoting our common interest in issues identified in the Thematic Review.

Actions needed

1.
UnderTake a strategic study of the countries with which South Africa has relations and identify those who can be

11

9.

Amend The placement policy To allow for The secondment of officials as part of regular postings To fill South African quotas in The structures of international organisations.

10. Develop a strategy on UN Security Council Reform.

11. Appointment of a second Deputy Minister of Foreign Affairs.

Actions needed

1.

2.

3.

4.

5.

6.

Develop with The Presidency and Cabinet a coherent South African vision of our role in SADC and encourage Ministers To address Their SADC responsibilities more vigorously.

Engage The SADC Secretariat in discussions To place South African officials in The Secretariat in a concerted effort To reform its work programme and procedures.

Streamline SADC with like-minded member countries and merge The functions of The chairmanship and organ of SADC.

Engage The Secretary-General of The OAU To negotiate a structured flow of information To strengthen The OAU's knowledge base and analytical capacity.

Send a solid contingent of SA staff To multilateral organisations such as The UN, OAU and SADC To increase capacity and increase SA influence.

Provide The OAU Secretariat with appropriate Telecommunication equipment e.g. Telephones, faxes and

3.

All national departments, particularly The Government Communication Information Service (GCIS)

4.

The Offices of The President and The Deputy President

Performance indicators

1.

2.

3.

4.

The establishment of The proposed communications Chief Director before the end of The current financial year, including The appointment of a communications/speech writer.

A marked improvement in The image of The Department, including in interaction with The public.

Disciplined dealings with media enquiries.

Daily half hour strategy meetings of Top Management as from The beginning of February 1999.

ADDENDUM

General comments

From: Mumbai

All officials should be adequately trained to provide a professional and efficient service to The public. Should a central communications Chief Director be solely tasked with the responsibility to write editorials and speeches, certain problems can be foreseen as a result of varying time zones (head office and mission) and language requirements.

14

1.

2.

3.

4.

5.

6.

A sTraTegy session wiTh The Presidency To deTermine policies on SADC, UN and OAU wiThin six monThs.

Identify vacant posiTions in inTernaTional organisaTions ThaT SouTh African officials can occupy wiThin six monThs.

AudiT of equipment and skills required by The OAU wiThin The next year and Take acTion as required.

Strâ\200\230aTegy for coordinaTion beTween bilaTeral missions, mulTilaTeml missions and Head Office wiThin The next six monThs.

A review and prioriTy list of organisaTions of which SA is a member orâ\200\230 participant compiled wiThin The next Three monThs.

AppoinTment of a second DepuTy MinisTer' of Foreign Affairs To be on The agenda of The next CabineT.

7.

, A CabineT Memo for The reversal of The OAU posiTion on

SecuriTy Council Reform To be prepared wiThin The next six monThs.

ADDENDUM

From: STOCKHOLM, ROME AND VIENNA

Discuss "progressive proximity" in The Goal STaTement.

From DUBLIN, RIYADH, BONN AND BERLIN

The pressure and work load on That directoraTe could also be disproportionate To That of other' members of The department.

The value of a crossâ\200\224cultural, departmental Training (Team building) exercise To sensitize officials in all branches of The Department To function as one Team, with one common goal, would enhance cohesion and productivity in The Department.

From: Amman

Another aspect, which is not adequately addressed, is The Often, communications between Head Office and Missions. Missions operate within a policy vacuum because policy as envisaged by Top Management, does not filter' down To missions. executive decisions of Top Management To missions as a matter of routine, even if it does not affect The mission This will not only afford missions The opportunity To directly. contribute To This process, but also provide a sense of policy direction.

Consideration should be given To communicating The

Comments on/Additions To STR'aTegy

From:

Brazil

The local media abroad To be considered as an important vehicle for communicating a positive image on South Africa.

From:

Beverly Hills

Portray South Africa as an excellent example of a democratic state.

All national departments, particularly Justice, Safety and Security, Correctional Services

59

Parliament

NGOS and civil society

Human Rights Commission, Commission on Gender Equality and

6.
Youth Commission.

Performance indicator's

Incorporation of a module on human rights in the departmental training programme within the next year.

The signature of, accession to, and ratification of all remaining human rights instruments by 2000.

Successful secondment of appropriately qualified South Africans to international human rights institutions.

The establishment of the African Court on Human and People's Rights.

Increased participation in peace missions by South Africans.

Cabinet, line function departments and missions abroad advised on the comments of international treaty monitoring bodies on the state of implementation of human rights treaties in South Africa.

Progress report on the ratification of, or accession to, outstanding human rights agreements within the next 6 months.

28

10.

Engage in discussions with academia and The Department of Environment Affairs and Tourism on The development of a curriculum on environment and marine.

11.

Develop position papers on policy for multilateral forums.

12.

13.

Engage in discussions with The Departments of Environment Affairs and Tourism, Agriculture, academia, and civil society To develop a policy on The implications of climate change.

Develop a strategy To address The importation of Toxic waste material, including The passage of ships transporting Toxic waste material such as plutonium, Through SA's Territorial waters.

14.

Persuade noncompliant countries To become signatories/ratifiers To outstanding Conventions.

Implications

1.

2.

3.

The Cabinet and Parliament will have To finalise The determination of South Africa's maritime boundary.

Increased human, financial and Technological resources for The development of a marine and environment capacity.

Expertise in academia To be utilised To develop a curriculum and Train officials on environment and marine issues.

Key role players

1.

The Desk/s.

LegislaTion enacted in respect of The WhiTe Paper on SouTh Africa's ParTicipaTion in InTernaTional Peace Missions before 2000.

Successful conclusion of a nuclear convenTion prohibiTing The developmenT, producTion, TesTing, deployment, sTockpiling, Transfer, ThreaT orâ\200\230 use of ThreaT of nuclear weapons and providing for Their eliminaTion as early as possible.

InTernaTional conference on The illicit Transfer and prolifemTion of small arms and lighT weapons in SouThern Africa held under The joint auspices of The OAU and The UN by 2000.

The DepartmenT fully involved in decision making relaTing To The procurement of armamenTs for The SANDF and oTher securiTiy forces by 2000.

10.

With The usage of skills from The departmenT, esTablish a departmenTal DirecToraTe on ConflicT ResoluTioâ\200\230n.(BEH)

Apply Those skills even To conflicT infesTed areas in The

11.
conTinenT. (BEH)

ADDENDUM

From:

Beverly Hills

Ensure ThaT Those overseas posTed officials, exposed To insTiTuTions offering courses in conflicT resoluTion, are given an opporTuniTy To Take These courses which should be paid for by The mission concerned.

Enhance The Department's capacity To coordinate effectively South Africa's involvement in peace missions, particularly on The African continent.

Enhance The continent's capacity for peace missions Through effective coordination with other African states, and Through consultation with outside powers. IT should also include combined peace operation exercises within The SADC region.

Strengthen awareness at The political level of The existence of The White Paper on South Africa's Participation in International Peace Missions To ensure strict compliance with its provisions, in particular relating To a clear international and national mandate, rules of engagement, entrance and exit policy and a status of forces agreement.

Promote negotiations leading To The elimination of nuclear weapons.

Continue To play a leading role in The negotiations for a verification mechanism To strengthen The Biological Weapons Convention.

Ensure effective implementation of our international obligations and controls in terms of our membership of control regimes, Treaties and conventions To which South Africa is a party or signatory.

Continue efforts To combat The illicit Transfer and proliferation of small arms and light weapons in Southern Africa and promote efforts Through The OAU and United Nations, including an international conference, To promote This issue with The aim of

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11.

12.

13.

14.

19

3.

DMAC.

Performance indicators

1.

2.

3.

4.

5.

6.

A reâ\200\224or'ganised and sâ\200\231rrengâ\200\231rhened DMAC by February 1999.

Consultation wiâ\200\231rh SATOUR, The Department of Environment Affairs and Tourism, DACST and Provinces eâ\200\231rc on The marketing of Souâ\200\231rh Africa wiâ\200\231rhin six monâ\200\231rhs.

Report on availability of inâ\200\231remaâ\200\231rional funds forâ\200\230 arts and culâ\200\231rur'e wiThin one year.

Liaise wiâ\200\231rh The World Tourism Council wiâ\200\231rhin two months.

Sâ\200\231rraâ\200\231regy on minimising negaâ\200\231rive reporting on crime within three monâ\200\231rhs.

Formulation of 0 Departmental Language Policy within six months.

ADDENDUM:

From: GENEVA

Discuss wording in Action Plan nr' 11.

The content of "Actions needed nr 11", and its injunction to "(d)evisé plans to minimise overly negative reporting on crime in 5A...â\200\230 , is very strongly worded. The language as currently drafted could be interpreted in many

CREATION OF WEALTH : ENVIRONMENT AND MARINE

Goal

ConTribuTe To The proTectiOn of environmenT and marine resources To ensure The susTainable developmenT Thereof.

STraTegies

1.

ConTr'ibuTe To The creaTion of a coordinaTed government approach Towards The environmenT, marine resources and climaTe change.

Work Through appropriaTe inTer'naTional insTiTuTions, and specialised agencies and organisaTions especially Those in which SA has influence i.e. SADC, NAM, UN, eTc To advance The proTectiOn of SA's naTural resources.

When negoTiaTing environmenT and marine agreeemenTs, achieve a balance beTween The susTainable developmenT of resources, and The needs of SouTh African indusTr'y.

IdenTify Those counTries noT yeT signaTories/raTifiers of EnvironmenTal and Marine ConvenTions e.g. The Basel ConvenTion.

AcTions needed

1.

Organise an inTerâ\200\224depar'TmenTal forum To formulaâ\200\231re a common sTraTegy Towards issues of The environmenT and The sea.

Enhance The Department's capacity To coordinate effectively South Africa's involvement in peace missions, particularly on The African continent.

Enhance The continent's capacity for peace missions Through effective coordination with other African states, and Through consultation with outside powers. IT should also include combined peace operation exercises within The SADC region.

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Continue efforts To combat The illicit Transfer and proliferation of small arms and light weapons in Southern Africa and promote efforts Through The OAU and United Nations, including an international conference, To promote This issue with The aim of

10.

11.

12.

13.

14.

28

10.

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Key role players

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CREATION OF WEALTH : ENVIRONMENT AND MARINE

Goal

ConTribuTe To The proTectiOn of environmenT and marine resources To ensure The susTainable developmenT Thereof.

STraTegies

1.

ConTr'ibuTe To The creaTion of a coordinaTed government approach Towards The environmenT, marine resources and climaTe change.

Work Through appropriaTe inTernaTional insTiTuTions, and specialised agencies and organisaTions especially Those in which SA has influence i.e. SADC, NAM, UN, eTc To advance The proTectiOn of SA's naTural resources.

When negoTiaTing environmenT and marine agreeemenTs, achieve a balance beTween The susTainable developmenT of resources, and The needs of SouTh African indusTry.

IdenTify Those counTr'ies noT yeT signaTories/raTifiers of Environmental and Marine ConvenTions e.g. The Basel ConvenTion.

AcTions needed

1.

Organise an inTerâ\200\224depar'TmenTal forum To formulaâ\200\231re a common sTraTegy Towards issues of The environmenT and The sea.

19

3.

DMAC.

Performance indicators

1.

2.

3.

4.

5.

6.

A reâ\200\224or'ganised and sâ\200\231rrengâ\200\231rhened DMAC by February 1999.

Consultation with SATOUR, The Department of Environmenâ\200\231r
Affairs and Tourism, DACST and Provinces eTc on The
marketing of Souâ\200\231rh Africa wiâ\200\231rhin six monâ\200\231rhs.

Report on availability of infernaâ\200\231rional funds forâ\200\230 ar'Ts and
culâ\200\231rur'e wiThin one year.

Liaise wiâ\200\231rh The World Tourism Council within two months.

Sâ\200\231rraâ\200\231regy on minimising negaâ\200\231rive reporting on crime wiâ\200\231
rhin
three monâ\200\231rhs.

Formulation of a Departmental Language Policy within six
months.

-

ADDENDUM:

From: GENEVA

-

*

Discuss wording in Action Plan nr' 11.

The content of "Actions needed nr 11", and its injunction
to "(d)evise plans to minimise overly negative reporting on
crime in 5A...", is very strongly worded. The language
as currently drafted could be interpreted in many

3.

All national departments, particularly The Government Communication Information Service (GCIS)

4.

The Offices of The President and The Deputy President

Performance indicator's

1.

2.

3.

4.

The establishment of The proposed communications Chief-Directorate before The end of The current financial year, including The appointment of cm editorial/speech writer.

A marked improvement in The image of The Department, including in interaction with The public.

Disciplined dealings with media enquiries.

Daily half hour strategy meetings of Top Management as from The beginning of February 1999.

ADDENDUM

General comments

From: Mumbai

All officials should be adequately trained to provide a professional and efficient service to The public. Should a central communications Chief-Directorate be solely tasked with The responsibility to write editorials and speeches, certain problems can be foreseen as a result of varying time zones (head office and mission) and language requirements.

14

1.

2.

3.

4.

5.

6.

A strategy session with The Presidency To determine policies on SADC, UN and OAU within six months.

Identify vacant positions in international organisations that South African officials can occupy within six months.

Audit of equipment and skills required by The OAU within The next year and Take action as required.

Strategy for coordination between bilateral missions, multilateral missions and Head Office within The next six months.

A review and priority list of organisations of which SA is a member or participant compiled within The next Three months.

Appointment of a second Deputy Minister' of Foreign Affairs To be on The agenda of The next Cabinet.

7.

, A Cabinet Memo for The reversal of The OAU position on

Security Council Reform To be prepared within The next six months.

ADDENDUM

From: STOCKHOLM, ROME AND VIENNA

Discuss "progressive proximity" in The Goal Statement.

From DUBLIN, RIYADH, BONN AND BERLIN

11

9.

Amend The placement policy To allow for The secondment of officials as part of regular postings To fill South African quotas in The structures of international organisations.

10. Develop a strategy on UN Security Council Reform.

11. Appointment of a second Deputy Minister of Foreign Affairs.

Actions needed

1.

2.

3.

4.

5.

6.

Develop with The Presidency and Cabinet a coherent South African vision of our role in SADC and encourage Ministers To address Their SADC responsibilities more vigorously.

Engage The SADC Secretariat in discussions To place South African officials in The Secretariat in a concerted effort To reform its work programme and procedures.

Streamline SADC with like-minded member countries and merge The functions of The chairmanship and organ of SADC.

Engage The Secretary-General of The OAU To negotiate a structured flow of information To strengthen The OAU's knowledge base and analytical capacity.

Second a solid contingent of SA staff To multilateral organisations such as The UN, OAU and SADC To increase capacity and increase SA influence.

Provide The OAU Secretariat with appropriate Telecommunication equipment e.g. Telephones, faxes and

All national departments, particularly Justice, Eddy and Security, Correctional Services

59

Parliament

NGOS and civil society

Human Rights Commission, Commission on Gender Equality and

6.
Youth Commission.

Performance indicators

Incorporation of a module on human rights in The departmental Training programme within The next year.

The signature of, accession to, and ratification of all remaining human rights instruments by 2000.

Successful secondment of appropriately qualified South Africans to international human rights institutions.

The establishment of The African Court on Human and People's Rights.

Increased participation in peace missions by South Africans.

Cabinet, line function Departments and Missions abroad advised on The comments of International Treaty monitoring bodies on The state of implementation of human rights Treaties in South Africa.

Progress report on The ratification of, or accession to, outstanding human rights agreements within The next 6 months.

The pressure and work load on That director'ate could also be disproportionate To That of other members of The department.

The value of a crossâ\200\224cultural, departmental Training (Team building) exercise To sensitize officials in all branches of The Department To function as one Team, with one common goal, would enhance cohesion and productivity in The Department.

From: Amman

Another aspect, which is not adequately addressed, is The communications between Head Office and Missions.

Often,

Missions operate within a policy vacuum because policy as envisaged by Top Management, does not filter' down To missions.

Executive decisions of Top Management To missions as a matter' of routine, even if it does not affect The mission directly.

Contribute To This process, but also provide a sense of policy direction.

Consideration should be given To communicating The

This will not only afford missions The opportunity To

Comments on/Additions To Strategy

From:

Brazil

The local media abroad To be considered as an important vehicle for communicating a positive image on South Africa.

From:

Beverly Hills

Portray South Africa as an excellent example of a democratic state.

POLITICAL RELATIONS: BILATERAL

Goal

Develop key political relations with relevant like minded countries, organisations, and civil society which will assist in the achievement of the strategic plans as identified in the Thematic Review document.

Strategy

1.

Renew the work of existing bilateral and joint commissions between South Africa and other like minded countries. Seek to establish such structures with important like minded countries with whom we have no such relationship.

Seek to increase South Africa's interaction with international organisations by engaging with them on a substantive level on the issues identified in the Thematic

Review.

Create opportunities for NGO's and civil society to enter into a dialogue with the Government on the issues identified. Also seek contact with NGO's and civil groups in other like minded countries with a view to promoting our common interest in issues identified in the Thematic Review.

Actions needed

1.

Undertake a strategic study of the countries with which South Africa has relations and identify those who can be

considered like minded with regard To some or' all of The issues identified in The Thematic Review.

Establish biâ\200\224national and joint commissions with Countries identified as being suitable for' such relationships. Seek To expand and intensify The focus of existing Biâ\200\224national Commissions To encompass The issues identified in The Thematic Review.

Require multilateral and in particular bilateral Missions To report regularly on Their' consultations with likeâ\200\224minded countries and International Organisations on issues related To The objectives identified in The Thematic Review.

Reorganise and strengthen The various desks of The Department To enable Them To effectively implement The policies identified in The Thematic Review.

Identify sources of funding To cover The cost of implementing The above strategy.

Implications

1.

Appropriate Training of all members of The Department on all The Thematic issues must be made a priority.

Restructuring and strengthening of The appropriate desks (bi-lateral desks in particular') dealing with The themes identified in The Thematic review.

Where possible a re-allocation of human and financial resources To form a dedicated and strengthened desk/unit.

CREATION OF WEALTH : TRADE AND INVESTMENT

Goal

ATTRACT Foreign Direct Investment (FDI) and promote South African Trade and exports To make SA a globally competitive manufacturing economy.

Strategies

1.

Develop a South African strategy on Foreign Trade in conjunction with DTI, Agriculture, The private sector and civil society as a precursor To The merging of DFA and DTI's Export Promotion Division in Terms of The Presidential Review Commission.

Promote a South African strategy on outward investment as well as a policy on inward investment in conjunction with DTI and The private sector'.

Utilise BNC\200\230s, Joint Commissions, FTA's and The WTO To reduce Trade Tariffs and non-Tariff barriers and To open markets for SA products.

Update data on key countries with FDI in SA.

Create a cluster' of missions accredited To countries with FDI in SA.

Actions needed

CREATION OF WEALTH : FINANCE AND DEVELOPMENT

Goal

Negotiate agreements on financial aid, loans, development finance and technical assistance in coordination with other Departments.

Strategies

1.

Negotiate development assistance and cooperation agreements for South Africa.

Help identify internal priorities for development aid.

Lead the fight against corruption and promote accountability in development.

Develop a regional strategy on development and identify strategic partners.

Lobby regional and international institutions of finance i.e. NAM, UN, WTO, IMF, World Bank, EU and other international specialised agencies and organisations so as to shape and influence their allocation of funding.

Identify sources of development funding to use towards improving delivery of services.

7.

Lobby for the reform of the Bretton Woods Institutions.

Actions needed

37

9.

Support efforts of the Presidency in lobbying Heads of the World Bank and the IMF to help alleviate poverty and debt in the developing world.

10.

Develop an inter-departmental aid/development strategy together with other relevant institutions in South Africa.

Implications

1.

2.

3.

The acquisition and management of development funding will have to become a core activity of DFA.

The creation of a Development Cooperation Office.

Reâ\200\224allocation of staff to Development Cooperation Office.

Key role players

1.

2.

3.

4.

5.

6.

7.

The Development Cooperation Office.

AH desks.

Missions.

Academia.

Private sector and N605.

Development Bank of Southern Africa.

Departments of Agriculture, Water Affairs and Forestry and other relevant Departments.

SECURITY : CRIME

Goal

Ensure South Africa's sovereignty and enhance its international capability To promote The well-being of its citizens.

STrategy

The full integration of South Africa's efforts into broader international endeavours To combat The growth and spread of crime.

Actions needed

1.

2.

2.

Encourage SAPS and its counterparts in other' states in Sub Saharan Africa - particular'ly Those in fellow SADC member states - To consider undertaking joint reviews of crime management strategies with a view To making The combating of organised crime a pr-ior'ity in The region.

Take steps, in conjunction with relevant departments, To ensure That South Africa and SADC member states fulfil Their obligations under conventions dealing with drugs and crime and That regular r'epor'Ts are submitted To Treaty monitoring bodies, such as The International Narcotics Control Board.

Suggest possible forms of assistance, in consultation with relevant departments, To other SADC member states with capacity problems relating To cross border crime prevention and similarly, further' afield, To other countries in Sub Saharan Africa.

2.

Compliance with and implementation of The above- mentioned
convenâ\200\231rions and protocols.

42

EstabliSh a dedicaTedi public relaTions sub-directorTe.

All officials, including TelephonisTs, securiT officers and sTmâ\200\230fers of The OpemTions Room, should be sufficienĩ-\202y Trained To provide a professional service To The public.

ProducTion of relevanT and effecTive bookleTs and brochures on The DeparTmenT (domesTicaHy) and SouTh Africa (aT Missions).

RaTionalisaTion of The SA Desk and InformaTion Management SysTem.

Weekly debriefing fora esTabliShed To enhance communicaTion beTween Top Management and subordinaâ\200\231res.

Training in communicaTions skills for all officials.

AppoinTmenT of regional CommunicaTions ATTacheâ\200\231s aT core Missions abroad.

10.

AppoinTmenT of a journalist/wriTer responsible for drafTing ediTorial lengTh arTicles as well as speeches in coordinaTion wiTh The relevanT desks.

Key r'ole players

1.

AH Head Office Desks, parTicularly The communicaTions componenT and Foreign Service InsTiTuTe

2.

AH Missions

60

8.

9.

10.

Human rights placed on The agenda of NAM, OAU, SADC and Commonwealth for next summits.

Seminar on The impact of corruption on development within The next 6 months. (NOTE: International Corruption Conference To be held 10-15 October 1999 in Durban.)

Legal section To assist in The drafting of guidelines on how To promote human rights issues in foreign policy within The next 6 months.

ADDENDUM

From:

Kuala Lumpur

It is suggested, where appropriate, for The Department or The Presidency To make use of Special Representatives Or Envoys on sensitive issues like human rights and where South Africa's interests are at stake. have proven To be effective in addressing The often conflicting issues on human rights and economic interests.

Enjoying a certain clout, Special Envoys

Comments on Performance Indicators

From:

Kuala Lumpur\200\230

The High Commission was of The opinion That point 5 of The performance indicators required elucidation on The type of "increased participation in peace missions by South Africans" envisaged by The Department. The High Commission considers That Missions should play an important role in gathering intelligence To

12

7.

8.

9.

10.

11.

computer's To enhance The efficiency and effectiveness of
The organisation.

The new Deputy Minister of Foreign Affairs forâ\200\230 Africa
must hold regular consultations with The Secretaryâ\200\230y General
of The OAU To advance SA interests.

Develop a workable method of coordination between our
OAU Mission and Head Office and other multilateral
missions so that consistent positions are taken.

Seek Cabinet approval for' The reversal of The OAU Position
on UN Security Council Reform.

In light of South Africa's chairmanship of NAM and SADC
our' UN representatives must assume a prominent role of
articulating and defending our positions and those of The
South and evolve lobbying strategies for a common
position.

Coordinate Through Head Office activities between
multilateralâ\200\230al and bilateral missions giving special attention to
The common SA positions on issues that are discussed in
various multilateral' al institutions.

12.

Review and prioritise international organisations of which
South Africa is a member orâ\200\230 a participant.

13.

Actively participate in general governance issues of
international organisations.

Implications

Porâ\200\231rmy South Africa as a proponent of a democratic world order.

68

Comments on/Addiï-\201ons To Actions needed

From:

Berlin

A roadshow by Top management mâ\200\235 higher education institutions To inform sâ\200\231rudemâ\200\230s and lecturers about South African efforts To advance human rights will not only create a better awareness of South Africa's foreign policies but also might serve To identify outstanding students as prospective diplomats.

From:

Beverly Hills

Prepare and participate at bilateral and multilateral fora in an effort To communicate the importance of democracy in The world.

Additions Performance Indicators

From:

Beverly Hills

Newsletters and periodicals on democracy should be prepared by DFA communication section and be readied for handouâ\200\231rs at conferences and seminars.

/homâ\200\224 19990113 - 09:30

The Placement Policy will have To be amended immediately To provide for secondment of officials To international organisations as a normal posting.

Multinational Desks and Missions will need To be strengthened by means of a new staffing policy immediately.

Reallocate current OAU funding for The purchase of communication equipment.

Appointment of a second Deputy Minister of Foreign Affairs for Africa.

Prepare a Cabinet Memo for' a reversal of The OAU position on Security Council Reform.

Key role players

1.

SADC.

OAU.

UN and other international agencies and organisations.

Commonwealth.

NAM.

6.

Multinational Desks.

Performance indicators

different ways including with very negative implications.
It is recommended that this element should be redrafted
so as to more accurately state what is intended."

Funding for' The new NaTional CoordinaTing Office for'
Science and Technology obTained by end 1999.

AudiT from The InTernaTional OrganisaTion for' MigraTion
wiThin a year.

DisTribuTe scienTific and Technological
informaTion/
publicaTions To promoTe awareness of \$ouTh Africa's
achievemenâ\200\231r in This field.

Organise a workshop with civil society, especially youth and other interested parties, on issues relating to marine and the environment, particularly its impact on foreign policy.

Lead and/or actively participate and pursue SA's interests in discussions on marine and environment issues at the international specialised agencies and organisations such as the UN, OAU, SADC, NAM, Commonwealth, IOR and the Zone of Peace and Coordination in the South Atlantic (ZPCSA).

Institute a programme of skills development amongst officials and other role players on marine and environment issues through a programme of secondment

Develop a strategy together with the SANDF to respond to, and deal with, foreign vessels fishing illegally in South African waters.

Revisit the SADC discussion on international treaties affecting the environment.

Advise in terms of international environment and marine instruments, international organisations, as well as specialised agencies and organisations, to counteract the effects of desertification.

Actively participate in like-minded groupings, such as the Valdivia Group, to pursue environmental issues which are in the interest of SADC and other developing countries.

Obtain funding from international organisations for the protection of the environment and the sea.

Key role players

1.

AH Head Office Desks

AH Missions especially Geneva, Vienna and The Hague on non-proliferation and disarmament issues

Other national departments:

SANDF, Finance, Justice, Safety and Security and other technical departments

4.

Parliament and other legislative structures

Performance indicators

The effective functioning of a national as well as a regional structure for conflict prevention, management and resolution by 2000.

An improved quality of reporting from Missions on matters pertaining to security, together with a commensurate capability by Head Office to process the information received.

Coordinated responses between SADC member states and relevant national departments to contain contagious diseases.

Successful harmonisation of regional policies on conflict prevention, resolution and management by 2002.

Successful execution of SADC peacekeeping exercises, beginning with exercise Blue Crane during the first half of 1999.

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15.

16.

17.

18.

concluding regional arrangements and an international convention to combat small arms and light weapon proliferation.

Ensure effective implementation of the Convention banning anti-personnel mines as well as its universalisation, international cooperation in demining and victim assistance.

Play an active role in government decisions relating to the procurement of armaments for the SANDF and other security forces in view of the foreign relations implications of such decisions.

Continue to ensure that the Department plays a primary role in all decisions regarding arms sales and the control of material and technology with possible proliferation implications.

Play a coordinating role with other relevant government departments in order to ensure that the activities of private security companies operating out of South Africa in other countries, especially in African states, be brought in line with the provisions of South African legislation prohibiting mercenary activities.

Implications

1.

Budgetary provision to enable South Africa to fulfil its obligations in peace missions.

The Foreign Service Institute should introduce a training module on peace missions for departmental officials, with the possibility of expanding the service to other government departments.

Lesotho and Swaziland in order To be adequately prepared for possible disputes on This issue.

Implications

An ongoing audit of South Africa's performance relating To membership and implementation of relevant international conventions and protocols.

Key role players

1.

Head Office Desks :

Legal Section

Relevant multilateral and bilateral desks

2.

Missions:

Addis Ababa, Brussels, Gaborone, Geneva, London, New York, Paris, Rome, The Hague, Vienna, Washington and other relevant missions.

Departments of Justice, Safety and Security and other

3.

appropriate Technical departments.

4.

Parliament and other legislative structures

Performance indicators

Signing of, accession To, and ratification of relevant conventions

1.

and protocols.

Performance indicators

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Training programme on development and finance within The next year.

Publication of 0 SA position paper on development within six months.

Transfer of Development Cooperation Office from Finance to DFA.

Conference on corruption in development within six months.

Update of database on NGOs, academia, and private sector activities within three months.

Discussion with SADC on regional strategies for development by year 2000.

Present a strategy on food and water security within six months.

The Development Cooperation Office To produce an audit on distribution of development assistance within three months.

- 9.

Interdepartmental strategy meeting on aid/development to be held within six months.

ADDENDUM

From: RIYADH, NEW YORK (CG) AND KUALA LUMPUR

Play on active role in drafting cm inTer'naTional convention dealing with TransnaTional organised crime, and ensure ThaT The inTer'esTs of The region are Taken inTo account.

Encourage and lend support To new iniTiaTives such as The esTablishment of a regional cenTr'al daTa base on cross border crime.

Encourage SAPS To underTake an audit of exachy whaT is being done by whom in SouTh Africa and in The region in The field of combaTing TransnaTional crime.

Take measures To counTerâ\200\230 negative percepTions relaTing To The levels of crime in SouTh Africa.

ImplicaTions

1.

More human and maTer'ial resources would have To be obTained from inTernaTional sources To be channelled To SAPS, The inTelligence services and for The esTablishment of The proposed regional daTa base.

A uniT headed by a DirecTorâ\200\230 should be esTablished To assume reSponsibiliTy for The issue of TransnaTional crime, including The proposed audit.

Key role players

1.

Head Office Desks :

SADC, OAU and Sub Saharan African bilaTeral desks
Legal SecTion

Build expertise in development research, and development finance through a process of secondment of officials to public and private financial and academic development institutions.

Negotiate with the Department of Finance to transfer the Development Cooperation Office back to DFA.

Prioritise the disbursement of development aid within South Africa with the aim of channelling funds to programmes that alleviate poverty.

Utilise international forums where South Africa has influence - NAM, SADC, Commonwealth - to discuss strategies for development.

Initiate regional discussions on development with emphasis on South Africa's contribution to regional development - 2002-2004 Maputo Corridor, Lubombo Corridor, etc.

Require funding agencies to train and use South African technical experts wherever possible as a way of building internal capacity.

Develop a strategy for attracting development funding and for disbursing development to SADC and other African countries - e.g. Development Bank of Southern Africa.

Develop a strategy on food and water security in conjunction with the Departments of Agriculture and Water Affairs and Forestry.

The Department of Environment Affairs and Tourism,
Water Affairs and Forestry, Finance, Trade and Industry,
SANDF, Safety and Security, Agriculture, Land Affairs,
Mineral and Energy Affairs, NIA and SASS.

Bilateral and Multilateral missions.

4.

Legal Section.

Performance indicators

A strategy to combat illegal fishing within
three months.

Implement legislation on The determination of SA's maritime
boundary in The next Parliamentary Session.

A training course on Marine and Environment issues within
the next 12 months.

Workshop on Marine, Environment and Climate Change
issues within the next six months.

The active involvement of specialised personnel of DEAT,

DTI, Mineral and Energy Affairs, Agriculture, Water
Affairs and Forestry in preparations for international
conferences will have to be secured as soon as possible.

Multilateral Desks must conduct an audit within one year
of countries not yet signatories to international
conventions i.e. Basel Convention.

In some cases it will be necessary To find new financial resources in particular.

4.

Establishment of appropriate Training courses on all The elements defined in The Thematic Review (IT The Foreign Service Institute.

Key role players

1.

2.

3.

Foreign Service Institute and all Head Office desks, particularly The bilateral desks and The Legal Advisors.

All bilateral Missions and multilateral Missions where appropriate.

Other line function Departments eg: DTI Finance, DACST, SASS, SANDF etc who have an input To make with regard To The political relations with identified like minded countries with regard To The issues identified in The Thematic Review.

Performance Indicators

1.

2.

3.

Complete within six months, The review of South Africa's foreign relations with a view To The strengthening or creation of bi-national commissions or special relationships.

The identification within six months of appropriate elements of civil society and NGOs both within South Africa and abroad with whom To engage on issues identified in The Thematic Review.

A reorganisation within six months of The relevant desks (particularly bilateral) of The Department To Take account

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PROTOCOL - Separaâ\200\231re documemâ\200\230 To be distributed

4.

5.

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16

21

26

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35

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43

46

49

56

45

2.

All Missions with particular focus on Those with sub-Saharan Africa

Departments of Justice, Safety and Security and SASS and

3.

NIA

Performance indicators

1.

2.

3.

Clear evidence of a reduction in Transnational crime in The region.

Improved coordination between key role players in The country and region.

Establishment and effective functioning of The proposed intra-departmental crime audit unit within a period of one year.

SECURITY : LEGAL ISSUES

Goal

Ensure South Africa's sovereignty and enhance its international capability To promote The well-being of its citizens.

STraTegy

Promote justice and compliance with international law in The conduct of relations between nations.

AcTions needed

1. Identify and prioritise relevant international conventions and protocols relating To The conduct of r'elations between sTates, including Those on Technical matter's, as well as Those setting internal behavioural norms on issues such as human rights and labour practices and ensure That South Africa becomes party To Them.
2. Coordinate and monitor South Africa's responsibilities with respect To membership of international organisations and The implementation of its Treaty obligations by various departments.
3. STrengthen inter'national judicial and legal systems To enhance capacity for implementation.
4. Promote The harmonisation of applicable domestic legislation among SADC member sTates in Terms of The objectives of The SADC Treaty.
5. Formulate researched positions on questions relating To South Africa's borders with neighbouring sTates, particularly Botswana,

32

11.

Finalise negotiations with The European Union and Lomé V.

12.

13.

14.

Prepare 0 SA position paper on The Round on Agriculture for The World Trade Organisation that comes up in 1999/2000.

Develop a strategy of involving other Southern African countries in specialised organisations such as The Cairns Group and The Valdivia Group.

Bilateral missions to monitor Trade regulatory systems of their- countries of accreditation so as to ensure that these are in line with WTO rules and are not discriminatory to SA.

Implications

1.

2.

3.

4.

5.

The creation of a Trade and Investment working group in conjunction with DTI which is representative of all components.

Heads of Mission and all other officers must be trained on Trade and business promotion.

The curriculum of The Foreign Service Training Institute will have to reflect an integrated approach on Trade and Investment.

A closer working relationship with business and civil society will have to be established.

Each Desk will have to designate one official responsible for Trade and Investment.

6.

The FDI cluster missions will have to coordinate and report on their activities and experiences.

Key role players

1.

A new Trade and Investment Working Group.

Cluster Missions.

All other Missions and Desks.

Departments of Trade and Industry, Agriculture, Finance and Transport.

Foreign Missions in Pretoria.

The service sector.

Missions that are accredited to countries that are major economic powers.

5A Chambers of Commerce, Business and Industry.

Armscor.

8.

9.

Performance indicators

1.

A Trade and Investment Working Group to be in place in six months.

2.

Joint training to be in place in 12 months.

Promote a SADC agreement relating To The intra- regional migration of skilled workers To prevent a one-way "brain drain", and undertake a similar action in respect of The whole of Sub Saharan Africa.

Utilise South Africa's membership in The UNHCR, IOM and similar bodies To influence and direct Their decisions To The best advantage of The country, The sub-region and The continent.

Coordinate with Sub Saharan African states and relevant South African institutions efforts aimed at The reduction of corruption in migratory matters.

Implications

The Department would have To Take The lead in The coordination of actions with relevant government departments, particularly relating To The stockpiling of warehouses.

The Department would have To undertake initiatives in The region To harmonise structures and agreements relating To migration.

Key role players

1.

Head Office Desks: SADC and multilateral humanitarian affairs:
OAU; Consular matters

Missions: Geneva, Sub Saharan Africa, Addis Ababa, Brussels, Gaborone, Geneva, New York, The Hague, Rome, Vienna

Other national departments:

Home Affairs, Justice, Constitutional Development, SAPS, Safety and Security, SASS, NIA

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THEMATIC REVIEWS:

STRATEGIC PLANNING

of The priorities identified under The various Themes of The Thematic Review Document.

The identification within six months of increased financial resources need To achieve The objectives identified in The Thematic Review in The context of The goal of "Political relations", in order To allow for' increased allocations To be included in The revised 2000 budget of The Department.

Host a seminar on globalisation involving government departments, civil society and the private sector'.

Institute a programme of skills development amongst officials and other role players through secondment to institutions such as the SA Reserve Bank, the World Bank, the UN, and other international agencies and organisations, and selected major international banks in order to compete in the new global environment.

Request a study on globalisation from UNCTAD.

Ensure that the issue of globalisation is debated and effectively addressed in the UN, OAU, SADC, 677, NAM, Commonwealth, WTO, WHO, ILO and UNCTAD with particular reference to the difficulties faced by developing countries.

Support efforts of the Presidency in lobbying the heads of the World Bank and IMF to help alleviate poverty and debt in the developing world.

Procure international assistance to ensure maximum connectivity for Southern Africa and African inter-connectivity to play a full part in the Global Information Society (GIS).

Create a cluster of missions in the 68 (North) and of like-minded countries of the South to jointly and strategically monitor the effects of globalisation.

spot possible flash-points that could have a detrimental effect to our- national interests. Where appropriate, the South African Government should then expeditiously initiate preventive diplomacy.

From:

Berlin

An effort should be made to create more public awareness of those human rights instruments that were ratified by the South African Government. A conference for the provinces on human rights and South Africa's international commitments in this regard might be considered. Each province, can for example, be assigned one of the instruments to put special emphasis on that specific instrument within the province. The following international instruments already signed by South Africa can be considered:

Convention on the Elimination of All Forms of Discrimination

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Against Women.

-â\200\224

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Convention on the Political Rights of Women.

Convention on the Rights of the Child.

Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment.

International Covenant on Economic, Social and Cultural

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Rights.

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International Covenant on the Elimination of all forms of Racial Discrimination.

4.

Promote The image of The Department by ensuring The application of high professional standards in all sections of The Department, which interface with The public.

5. The Operations Room To ensure a more professional service, on The interaction with The public and, secondly, providing

one hand in its early warning on impending crises.

6.

Create a DFA website within The SA Desk, which would also secure The services of SAPA, Reuters, AFP and AP.

7.

Prepare a "Programme of Activities" for The year, centred around important events like The SADC, OAU and Commonwealth Summits, as well as all other important multilateral conferences where South Africa's interests are at stake.

8.

Enhance vertical and horizontal communication in The Department.

Identify a core group of regional Missions in order To implement a comprehensive proactive media strategy internationally.

SA Desk must produce a daily "media guidance" SRA To provide

missions with appropriate and timely information dealing with more pressing issues.

Implications

1.

Rationalise all communications components of The Department under one Chief Directorate.

Top Management sets aside 30 minutes every day for a meeting

2.

on media strategies.

18

7.

8.

9.

10.

11.

Task The DFA Language Training Committee To investigate
The use of official languages within The Department.

Mobilise The World Tourism Council To our benefit.

Develop a strategy and guidelines for officials abroad To
market Tourism.

Sensitise South Africans To The benefits and demands of
international Tourism, while respecting and protecting The
dignity and rights of Indigenous People and children in
culture/Tourism promotion.

Devise plans To minimise overly-negative reporting on crime
in SA and empower officials abroad To respond effectively
To concerns.

12.

Prepare for The Hannover 2000 Fair.

Implications

Re-allocation of human and financial resources To form a
dedicated and strengthened desk/unit.

Key role players

1.

Departments of Arts, Culture, Science and Technology,
Environment Affairs and Tourism, Sport and Recreation,
Home Affairs, Trade and Industry and Safety and
Security.

SATOUR, World Tourism Council and Tourism Business
Council-202.

CREATION OF WEALTH : ARTS, CULTURE, SPORTS AND TOURISM

Goal

Enhance South Africa's image abroad by propagating South African arts, culture, sport, Tourism and values and promote in SA the pursuit of internationally-accepted norms in these areas.

Strategies

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Re-establishment of a home for arts, culture, sport, Tourism and image-building in the Department.

Engage relevant national and provincial government structures to formalise a coordinated international strategy

Facilitate inward development assistance and funding to benefit arts, culture and sports development

Encourage the portrayal abroad of SA's cultural diversity and work against the inappropriate commercialisation of culture and the attendant abuse of indigenous people.

Lobby for the hosting of major world events such as the World Cup and the Olympics.

Liaise with SATOUR and the Department of Environment Affairs and Tourism on a joint strategy to market SA as a tourism destination.

Performance indicators

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Globalisation Unit is formed and a data base established within three months.

Production of South African and regional position papers on globalisation are completed within six months.

Globalisation debate is placed and remains on the agenda of NAM, SADC, and Commonwealth at their next Summits.

Reform of the World Bank and the IMF is debated widely in public forums within the next year.

Debate on globalisation among the public sector, the private sector and civil society is organised within the next six months.

The cluster's missions in the 68 (North) and the like-minded countries of the South report quarterly on the impact of globalisation.

Establish a formal structure in the SADC Secretariat to deal with globalisation within one year.

Establishment of a training module on globalisation at the Training Institute within one year.

Welfare and Population Development, Investment South Africa and The Industrial Development Cooperation.

24

Science and Technology institutions.

Committee on International Migration.
All multilateral and bilateral missions.

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South African Network of Skills Abroad (SANSA).

7.

Private Sector'.

Performance indicators

The National Coordinating Office in The Department To
established by mid-2002/1999.

The Training course on Science and Technology, with
emphasis on intellectual property, for officials from DFA,
DTI established by The end of 1999.,

Five lawyers identified for Training in Intellectual Property
by April 1999.

Report on The achievement of The pursuit of issues
relating To Science and Technology and The focus in The
agendas of international organisations, i.e. UNCTAD,
NAM, OAU, Commonwealth, SADC, WIPO, WHO, ITU
and other specialised agencies and organisations.

The Minister and The DG join The Ministerial Committees on
Science and Technology by The next Cabinet Meeting in
February 1999.

Human Rights, The International Criminal Court and other international Tribunals dealing with human rights abuses.

12.

13.

Expedite the establishment of The African Court on Human and People's Rights and consider proposing South Africa as its seat.

Interact with existing national and international NGOs dealing with human rights issues and mobilise their expertise and resources.

Implications

1.

2.

3.

4.

5.

Appropriate Training of all members of The Department on human rights issues must be made a priority.

The secondment of appropriately qualified South Africans to the abovementioned international human rights structures.

Restructuring and strengthening human rights desk.

Closer liaison with legal advisors.

Update database on NGOs and experts on human rights.

Key role players

1.

2.

Foreign Service Institute and all Head Office desks, particularly the Multilateral desks and The Legal Advisors

AH Missions, particularly Addis Ababa, Dar es Salaam, Geneva and The Hague

CREATION OF WEALTH : SCIENCE AND TECHNOLOGY

Goal

Facilitate the utilisation of Science and Technology To create conditions for economic and national development.

Strategies

- 1.
- 2.
- 3.
- 4.
- 5.

Create a coordinated government approach To Science and Technology.

Increase awareness of The benefits of science and Technology Through appropriate international bodies in which South Africa has influence.

Foster international commitment to address global social, economic and developmental priorities Through investment in international scientific and Technological cooperation.

Use Bilateral and Joint Commissions with other countries To improve Technology Transfer.

Make use of The UN and its structures to facilitate The transfer of Technology.

Actions needed

- 1.

The Minister and Director-General join The Ministerial and DG'S Committee on Science and Technology.

SECURITY : CONFLICT RESOLUTION AND DISARMAMENT

Goal

Ensure South Africa's sovereignty and enhance its international capability To promote The well-being of its citizens.

STraTegy

Enhance South Africa's security Through active engagement in

1.
conflict prevention, management and resolution.

Continue playing a leading role internationally in non-proliferation

2.
and disarmament of weapons of mass destruction and Their delivery systems as well as conventional weapons.

Ensure That The Department plays its rightful role in decision

3.
making r'elating To The procurement as well as The sale of arms in view of The implications for South Africa's foreign relations.

Monitor The spread of contagious diseases on The African

4.
continent, such as malaria, Tuberculosis, hepatitis, HIV as well as The occurrence of natural disaster's in view of The risk of vast population movement following from The spread of such diseases or' The consequences of such disasters which might lead a conflict situation/security risk. Equally, observe situations r'elating To access To water and other natural resources which could give rise To conflict.

Actions needed

1.

Strengthen and actively participate in The functioning of international and regional organisations dealing with conflict prevention, management and resolution, such as The UN, OAU and

CREATION OF WEALTH & SECURITY : HUMAN RIGHTS

Goal

Ensure South Africa's sovereignty and enhance its international capability to promote the well-being of its citizens.

Strategies

1.

Establish South Africa as a credible champion of human rights, democracy and good governance by promoting respect for humane values and principles.

Contribute towards creating and maintaining an international environment conducive to a culture of human rights in order to enhance domestic, regional and international security.

Ensure that the promotion of human rights is one of the central considerations in foreign policy.

Promote international respect for human rights with special emphasis on economic, social and development rights.

Actions needed

Place human rights issues on the agenda of international organisations in which we have an influence such as NAM, OAU, SADC and The Commonwealth.

Introduce human rights issues in bilateral negotiations where appropriate.

10.

In coordination with The relevant government departments, ensure The active coordinated implementation of South African positions in The international fora dealing with globalisation, particularly in key institutions such as The WTO and UNCTAD etc.

Implications

1.

Allocation of human, financial and Technological resources for a Globalisation Unit.

Institutionalise direct interaction with The Presidency on globalisation.

Key role players

1.

A new Globalisation Unit.

All desks.

All missions, especially The cluster of missions accredited To The 68 (Nor'Th) and like-minded countries of The South.

National government departments, especially The Presidency, Posts, Telecommunications and Broadcasting, Finance and DTI, business, Trade unions, academia and political parties.

World Trade Organisation (WTO).

World Health Organisation (WHO).

International Labour Organisation (ILO).

CREATION OF WEALTH : GLOBALISATION

Goal

Take The lead in managing SA's interface with globalisation so as To ensure maximum benefits and minimise its negative aspects.

Strategies

1.

Develop a coordinated South African approach To globalisation.

Work Through appropriate international institutions, especially Those in which SA has influence, To advance South African and developing world's domestic agendas.

Lobby for' The reform of The Bretton Woods Institutions.

Identify like-minded countries of The South To be strategic partner's in The interface with globalisation.

Actions needed

Establish a formal structure in The Department To deal with globalisation.

Organise interdepartmental consultations with like-minded departments such as The Presidency, DTI, Finance, Posts, Telecommunications and Broadcasting, etc which will analyse The impact of globalisation (e.g. massive cross-border currency flows) and ensure The coordinated implementation of South African positions on The issue.

Regional SADC Investment strategy in place before next SADC Summit.

Workshop between Departments and Provinces held by June 1999.

Structure for- Presidency and Ministry To include business delegations during official visits in place by July 1999.

Officials are appointed To structures such as NEDLAC, The National Export Advisory Council and Business SA by March 1999.

Legal Section completes coordination of a seminar on impact of labour law on conditions for Trade and investment by June 1999.

Performance indicators

Evidence of a reduction in The number of illegal migrants in Souâ\200\231rh

1.
Africa.

2.

Effective cooperation beâ\200\231rween governmenâ\200\231r departments and Sub Saharan African states on migratory mai-\201er's.

3.

Clear reducâ\200\231rion in level of corruption in migrmâ\200\230ory matters.

Formalise with Finance, DTI and Agriculture a working relationship on investment and Trade issues, including The secondment of officials To each other's establishments.

Plan with DTI a joint Trade and investment promotion strategy including The development of common websites and other business and Trade promotional IT systems.

Conduct joint Training with DTI, Agriculture and IDC officials in investment and Trade promotion.

Recommend That The Presidency and Ministry Take along delegations of business and Trade persons on overseas missions, if possible.

Hold regular consultations on Trade and investment with civil society, business, etc.

Devise with DTI a regional SADC investment strategy on inward and outward investment.

Coordinate foreign Trade, investment and promotion with The Provinces and Local Governments.

Nominate persons To serve on DTI investment and Trade promotion structures such as The National Export Advisory Council, Business SA, NEDLAC, etc.

Become involved in improving conditions for doing Trade and investment.

10.

Promote Trade and investment, including defending SA's image abroad.

Discuss the transfer of the Development Cooperation Office from Finance to DFA.

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Whilst it is important for the Department of Foreign Affairs to mobilise international finance in the form of Loans or Grants-inâ\200\224Aid for development and poverty alleviation in SA, the Mission does not support the objective to transfer the Development Cooperation Office back to the DFA - RIYADH.

In the past the Department has neither proved competent, efficient nor reliable in handling financial and administrative affairs of Development Cooperation Office - RIYADH.

Unless highly skilled financial administrators are found to run the cooperation on a professional basis, DFA should not persist in seeking the transfer of the Development Cooperation Office from the Department of Finance to avoid a possible recurrence of past disastrous experiences - RIYADH.

The question is why? Define and separate political function from financial aid control function and relocate political function in DFA - NEW YORK (CG).

SECURITY : MIGRATION

Goal

Ensure South Africa's sovereignty and enhance its international capability To promote The well-being of its citizens.

Strategy

Promote an environment of physical and social safety and

1. economic growth in The region.

- 2.

Ensure That illegal migrants and asylum seekers in South Africa are Treated in accordance international human rights and refugee conventions.

with The constitution and

Actions needed

- 1.

- 2.

- 3.

- 4.

Initiate The establishment of a permanent multi-departmental and multi-organisational structure To deal with a sudden influx of refugees and related humanitarian emergencies.

Encourage SADC, The OAU and other regional organisations To establish similar structures.

Coordinate The establishment of warehouses stockpiled with relief supplies To deal with humanitarian crises resulting from a sudden influx of refugees.

Pursue consultations and negotiations with SADC member states with a view To finding common positions for an eventual protocol facilitating The movement of persons in The region.

Comments on/Addiâ\200\231rions To Actions needed)

From:

Ramallah

Monitor conflicts and other events with potential security implications around The world To ensure that South Africa is in a position To play whatever role is deemed appropriate from Time To Time To assist resolution of problems or, at least To Take appropriate measures â\200\231ro proTecT South African society against negative effects of such events.

SADC security structures. This would include supporting the UN reform process to make the UN Security Council more representative of the international community.

Strengthen South Africa's early warning capacity and preventive diplomacy capability in the area through the empowerment of our diplomatic missions, especially in Sub-Saharan Africa, to ensure the provision of accurate and timely information, as well as professional analyses relating to potentially threatening security situations.

Similarly enhance the capacity of our diplomatic missions on the continent to monitor outbreaks of contagious diseases and report timely in order to alert local, regional and international health authorities to take preventive action.

Enhance the Department's capacity to process and respond effectively to early warning signals relating to both threatening conflict situations and outbreaks of contagious diseases.

Coordinate with relevant government departments to ensure an effective national response to these situations.

Promote democracy, good governance, transparency and accountability within the rule of law in other African states as a method of conflict prevention. This could be done in the area through election monitoring and assisting other countries, particularly in the SADC context, to strengthen the functioning of their governments and institutions.

Encourage harmonisation of policy between African states on conflict prevention.

Create a Coordinating Office for Science and Technology in The Department To monitor and implement agreements.

Ensure that issues relating to Science and Technology are focussed upon and addressed in the agendas of international organisations i.e. UNCTAD, NAM, OAU, Commonwealth, SADC, World Intellectual Property Organisation, WHO, International Telecommunications Union, other specialised agencies and organisations, in such a way as to address The concerns of developing countries.

Identify suitable lawyers for Training on Intellectual Property Law.

Identify sources of funding for capacity building.

Promote SA's excellence and capacity in Science and Technology internationally.

Cultivate close relationships with key agencies to foster bilateral and multilateral science and Technology cooperation.

Negotiate with The International Organisation for Migration and South African Network of Skills Abroad (SANSA) To conclude The audit of all skilled South Africans living abroad.

Develop a strategic programme of seconding officials of DFA and DACST to selected international scientific and Technical institutions and organisations.

10.

Target specific Technology for Transfer To South Africa.

Implications

1.

An increase in The human, financial and Technological resources for The National Coordinating Office for Science and Technology.

A broadening of The functions of foreign representatives of DFA, DTI, Mineral and Energy Affairs and Agriculture abroad To include Science and Technology.

Establishment of a Training course on science and Technology at The Foreign Service Institute.

The skills of SA nationals living abroad in international Science and Technology fora are utilised.

Engage in a systematic manner other's strategic government departments such as DACST, Health, Defence, Mineral and Energy Affairs and Posts, Telecommunications and Broadcasting, as well as institutions such as The CSIR and science and Technology foundations, academia and civil society, with regard To requirements in The science and Technology fields.

Key role players

1.

2.

A new National Coordinating Office for Science and Technology.

DACST, DTI, SASS, Finance, Justice, Mineral and Energy Affairs, Post and Telecommunications, Health, Agriculture,

Encourage, assist and lobby Parliament and other government departments for the mitigation of or accession to outstanding human rights agreements.

Use existing interâ\200\224departmental structures such as The National Action Plan to monitor implementation of international and constitutional human rights.

Focus discussions on the right to development and the effects of corruption.

Compile a list of vacancies that exist in prominent international human rights bodies or organisations for the secondment of South Africans.

Organise a seminar on the negative effects of corruption on human rights.

Encourage the signature of, accession to and ratification of all international human rights instruments by other countries, particularly states on the African continent.

Promote the application of human rights instruments and the effective enforcement of decisions of interâ\200\230national courts and tribunals.

10.

Initiate and promote the expansion of the range of international instruments relating to human rights in areas not yet covered by existing instruments.

11.

Promote the effective functioning of existing international human rights structures such as the UN and African Commissions on

CREATION OF WEALTH : INTERNATIONAL
ORGANISATIONS
(UN, SADC, OAU ETC)

Goal

The effective management of South Africa's interface with international institutions on the basis of progressive proximity so as to extract the maximum benefit for South Africa, our region and the South.

Strategies

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Assume a higher, more assertive and effective profile and engagement in international institutions.

Rationalise our interface with SADC.

Rationalise our' interface with the OAU.

Rationalise our interface with the UN.

Rationalise our inter'face with the Commonwealth.

Rationalise our interface with AC? and WTO.

Prioritise organisations, in consultation with other' relevant government departments, from which we could gain the greatest benefit, given our limited resources.

Use our' influence, (for instance our' chairmanship of NAM and UNCTAD) to advance the agenda of the South.

Discuss The proposal of a second Deputy Minister for Africa.

From: ADDIS- ABABA

Mission wishes to point out That often SA's policies and positions are 01' variance with those of other African countries and requires guidance on the issue.

COMMUNICATIONS

Goal

South Africa be viewed Internationally as a role model of a constitutional state governed by the rule of law and, domestically, the Department's image enhanced as a concerned role player which promotes the interests and well-being of South Africa's citizens.

Strategy

1.

Strive to communicate the crucial linkage between foreign policy and the government's domestic objectives, as enshrined in the Constitution and the Bill of Rights.

Strive to create the image of South Africa as an influential, consistent and reliable partner in its interaction with the world.

3.

Actions needed

Implementation of the provisions of a definitive media manual for the Department in order to ensure a structured and disciplined approach to media relations.

Daily Top Management meeting held between 08.00 and 08.30 to prepare reactive and proactive strategies for the day.

Enhance coordination with the Presidency and the Deputy Presidency by creating a mechanism through which consistent and uniform responses to media enquiries on Foreign Affairs issues are ensured.

Develop joint initiatives with SADC in regard of Tourism and culture promotion.

Engage The Department of Home Affairs To review The current Visa Policy.

Assist with protection of SA Traditional knowledge (arts and culture) as intellectual property, with particular reference To The need To have This issue focused upon in The World Intellectual Property Organisation (WIPO).

10.

Timely preparation for participation in international exhibitions such as The Hannover 2000 Fair.

Actions needed

Re-establish and strengthen DMAC.

Arrange formal consultations with SATOUR, Department of Environment Affairs and Tourism, The Provinces, and Tourism Business Council To agree on a common marketing strategy for The marketing of SA abroad.

Arrange for Training Through secondment To DACST for DFA officials prior To posting abroad.

Liaise with sporting bodies and cultural groups To exploit image-building possibilities abroad.

Evaluate and define SA's role at UNESCO.

Identify and access international funds available for The development of arts, culture and sports development in SA.

From:

Beverly Hills

Bring the Department of Foreign Affairs to the people of South Africa. Let it be service friendly, bring foreign cultures by way of social or religious concerts and stem the tide on social frictions. Foreign Affairs being the direct link between South Africa and the world, should be in the forefront of encouraging peaceful human existence between South Africans and the world.

From:

Berlin

Organise an international conference in South Africa for all recipients of the Nobel Peace Prize still alive. The purpose of such a conference should be to focus on development of peace and human rights as a challenge in the 21st century. The proposed conference can be organised together with the Nobel Prize Committee (Oslo, Norway), and President Mandela, as a former recipient, can act as patron for the conference.

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With the 100 year commemoration of the Anglo-Boer War in 1999 it might also be considered to host an international conference to mark this event with special emphasis on the processes at work in surmounting international and internal conflict. Events such as the two world wars, Holocaust, dictatorships in several countries, religious conflict and civil wars have often posed the question how to overcome not only international conflict but also internal strife. The reconciliation process in South Africa as well as the successful work of the TRC have received international recognition. With the next century only a year away, a conference in South Africa might provide the ideal opportunity to give further direction on conflict resolution in all its facets.