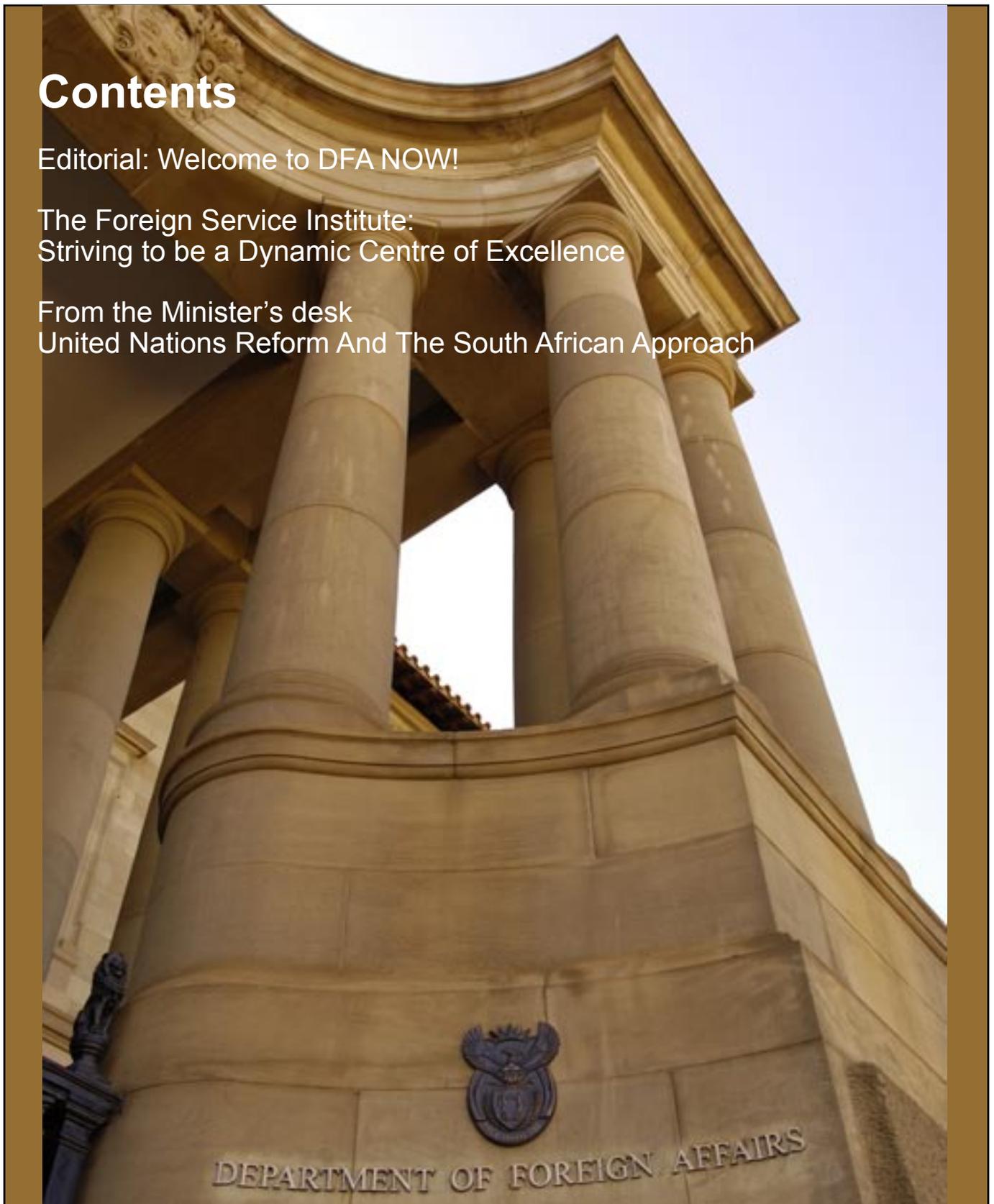


Contents

Editorial: Welcome to DFA NOW!

The Foreign Service Institute:
Striving to be a Dynamic Centre of Excellence

From the Minister's desk
United Nations Reform And The South African Approach



Welcome to DFA NOW!

DURING HIS STATE OF THE NATION ADDRESS in 2005 the President of the Republic, President Thabo Mbeki alluded to the need for an enhanced internal communication system within the public service that would be driven by the Batho Pele vision.

“The purpose of internal communication is to instil a greater sense of pride and even patriotism in every public servant and to lift morale. Good internal communication can build a strong organisational culture of customer service and promote a sense of belonging and a common purpose and make people proud to serve their country by serving their fellow countrywomen and men”. (Batho- Pele; Handbook)

We, today commence the journey of trying to improve communication and information dissemination within the Department of Foreign Affairs. As the department of Foreign affairs we have committed ourselves to a set

of values which informs our conduct and chief amongst this is Batho- Pele, which not only direct us on interaction with recipients of our services but also in how we interact with one another. Thus in following the President’s directive and actualising a pre-eminent aspect of Batho- Pele, we are proud to launch the DFA NOW newsletter.

As a fortnightly electronic publication DFA Now will primarily be a platform for the Minister to share her thoughts on strategic policy and political issues. To inform the DFA community on pivotal policy issues which will enhance a better understanding of our work, our objectives and our commitment to a better world. Above all, DFA Now will assist us in fostering a common understanding on the political challenges facing the department and how we are to overcome them.

The DFA Now newsletter will also be used to share with you thoughts on the path that we have to take

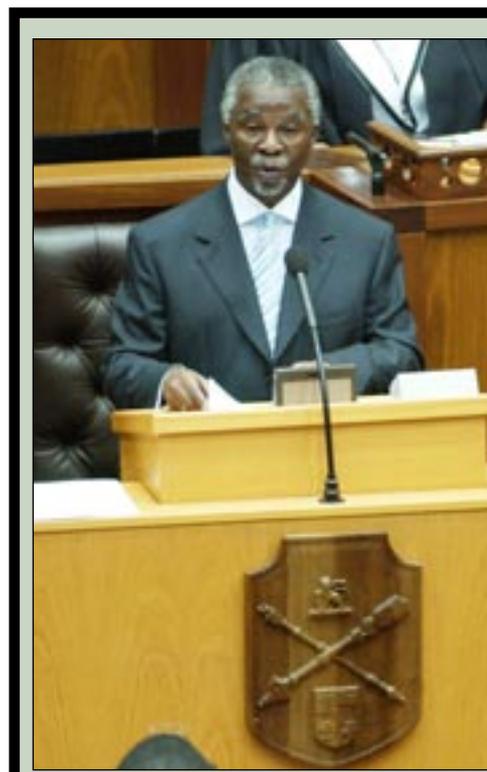


Director-General of Foreign Affairs
Dr Ayanda Ntsaluba

while focusing on the administrative issues and managerial decisions that have an impact on all of us. I hope to inform you with regards to the various organisational changes that we will be continuously making to ensure that we are capable of delivering on our mandate as expected of us by the South African public, as mandated to us through the President and his cabinet.

DFA Now is the first step in our efforts to ensure communication within the DFA community. To share with you a piece of our dream with the full trust and knowledge that it will become the dream of the DFA community. And as strongly as it lives in our hearts and minds it will do so in yours so that together we can make this dream that dwells in our hearts and minds be an experienced reality for our people. After all “A dream is not a dream until it becomes a dream of the community” khoisan saying.

Happy and fruitful reading !!!
“Thuto ke maatla” (Knowledge is power) ▶



“The purpose of internal communication is to instil a greater sense of pride and even patriotism in every public servant and to lift morale. Good internal communication can build a strong organisational culture of customer service and promote a sense of belonging and a common purpose and make people proud to serve their countrywomen and men”.

The Foreign Service Institute: Striving to be a Dynamic Centre of Excellence



Minister of Foreign Affairs and Outgoing Ambassadors, High Commissioners and Consul Generals of South Africa.

Seated from left: Thami Nxumalo (Brazil, Sao Palo), Busi Khuzwayo (India, Mumbai), Minister of Foreign Affairs Dr Nkosasana Dlamini Zuma, Hlengiwe Mkhize (Netherlands), Nogolide Nojozi (Canada, Toronto).

Standing from left: Ashraf Suliman (Morocco), Bheki Langa (Russia), Fanus Schoeman (South Korea), Konji Sebati (Berne, Switzerland), Peter Goose

Mogaqa (Thailand), Welsh Makanola (Congo), Dumi Matabane (Eritrea) and Bheki Gila (Khazakstan).

Transformation is not just a buzzword at the FSI, it is rather the fundamental approach to achieving excellence. A world class FSI is the vision that the Institute is striving for and organisational effectiveness is one of its principal goals! Through the FSI, the Department believes that it will be able to empower its diplomats to face the complex and fluid challenges that they face in this highly globalised world. The good news is that this is not mere lip service, the FSI is slowly but surely getting there!

The genesis of this immense undertaking started with the appointment of a Transformation Task Team by the Director-General, Dr A Ntsaluba. This team, under the leadership of Ambassador Nene and consisting of Dr. Pakade, Mr. Phiri

The Foreign Service Institute is proud to report that it has made significant progress in its quest to transform its organisational, operational and substantive apparatus. The Institute is not where it was 18 months or even 12 months ago!

and Ms Schenk, conducted international benchmarking research to project a strategic direction forward in the transformation of the FSI. They presented an analytical report on international best practices utilised in or characteristic of similar training institutes to the DMC. Several recommendations were made. Through the collective efforts of the leadership the FSI was taken from the periphery

to the heart of management and the DFA. Training Programmes, Human Resources, Financial Resources and other appropriate Systems were scrutinized and the necessary changes were effected. This understandably remains an on-going process, as institutional change is an evolving process. The encouraging thing is that the Department of Foreign Affairs has recognised the potential of its Institute



New staff members at the Department of Foreign Affairs look to the future

and the enormous value it can add to our organisational effectiveness.

TRANSFORMATION

The whole process of transformation gained momentum with the approval of the FSI as a Branch and the appointment of a DDG. Ambassador January-Bardill was appointed in January and she introduced a much needed paradigm shift into the overall transformation process. It is more than clear that transformation has become very personal not only to the FSI staff, but also to other DFA colleagues. A shift from focusing only on the transformation of operations and tasks (training programmers and quality control systems) has seen great strides being made in the areas relating to inter-personal relations and a dedicated Human Rights ethos, which have all already impacted positively on the culture and development of the FSI.

During a strategic planning session facilitated by DDG, the FSI team analysed all situational factors that impact on the delivery of the FSI and its capability and ability to deliver excellent world-class training. Several intervention strategies were agreed upon and progress was made within the following organisational and operational spheres:

With regard to the Diplomatic and Administration training programmes, stringent pre-course assessments were instituted after intensive engagement by the DGF. This resulted in an intake of 25 and 14 trainees in

the two programmes respectively. The process of aligning the programmes to SAQA is continuous and the development of outcomes based assessments has proven to be successful, coupled with more emphasis on teamwork and in the case of the diplomatic programme specifically also a mechanism of peer review. The colleagues in the Directorate Diplomatic Training have concluded the training programme that started on 10 March 2005. Planning towards a second programme to commence on 1 August 2005 is nearing completion.

The colleagues in the Directorate Administrative Training started their programmes only in May, to enable the Business Units in Corporate Services to conclude the closure of the financial year. The Internal Audit Unit conducted a review and evaluation of the financial and administration training. A task team appointed by the DGF and consisting of Ambassador January-Bardill, Mr. Apleni and Mr. Moodley have already met on two occasions, in order to facilitate the alignment of the curriculum with the recommendations of the Curriculum Committee (CC) and the profile of the "ideal" Corporate Services Administrator.

STRATEGIC GUIDANCE

On a strategic level the FSI established a CC that held its first meeting on 3 May 2005 and a subsequent follow-up meeting on 15 June 2005. The formation of the CC was recommended by the Departmental Task Team on Transformation of the FSI,

as a necessary advisory structure to provide strategic guidance, particularly but not exclusively, with regard to content of current FSI training programmes.

The following persons are members of the CC: Prof SME Bengu University of Fort Hare (Chairperson), Dr. Frene Ginwala, Prof DL Mosoma (UNISA), Prof ARD Meda (UNISA), Prof JO Kuye (UP), Dr MP Genge (DFA), Amb NJ Mxakato-Diseko (PSC), Amb YJ Duarte (DFA), Amb SG Nene (DFA), Mr. O Louw (DIDTETA), Mr DJ Sithole from the Parliamentary Portfolio Committee on Foreign Affairs, Ambassador January-Bardill and Dr. J Pakade (FSI).

The Heads of Mission Orientation Programme was also restructured after consultation with the DG, the DDG's and the FSI Task Team. This resulted in a successful programme being offered to 18 Ambassadors, High Commissioners and Consul Generals from 28 February to 31 April 2005. The next group of Heads of Mission will be hosted by the FSI in September 2005.

The FSI is very proud (and rather relieved) that the first Foundation Course was launched and co-ordinated from 11 May to 1 July 2005. The Foundation Course is an induction programme that introduces new officials to the structure and functioning of the Department. It was designed to provide an overview of broad generic knowledge and skills, including domestic and foreign policies within South Africa's political context, and

key administrative processes that support the implementation of our strategic objectives. The 66 participants and the FSI alike found the programme both enriching and a valuable induction into the Department. The Institute will implement lessons learned from this initial course into the next programme that is scheduled for September 2005.

Protocol training was offered not only as part of both the core training programmes, but also to 12 Government Departments. The Department of Home Affairs was assisted with an Orientation Programme custom designed for 26 officials who are earmarked for transfers to South African Missions.

SPECIAL PROJECTS

The FSI has also undertaken special projects, in order to enhance its own capacity and impart its own expertise to other stakeholders and role-players. Within this context the FSI has played an influential role in South Africa's commitment to a 6-year Capacity and Institution Building Project for South Sudan. Substantial initial progress has been made in this project which was initiated by a tripartite agreement between DFA-SPLM/A-UNISA. Such a project realises South Africa's greater commitment to Africa and more importantly human resource and skills development on the continent. The FSI, in collaboration with the Branch Africa: Bilateral and the Centre for African Renaissance Studies (CARS) of UNISA, is involved in an advisory capacity and has provided CARS with inputs regarding the curriculum and presenters for the project. The FSI will also make available staff to present lectures as part of the training programmes.

The FSI also launched a lecture series by former Minister Joe Matthews to senior officials of the Department on the history of South Africa. The aim of the lectures is to enhance our knowledge of South Africa, so as to better understand the basis of our foreign policy. The first lecture took place on 22 June and by all accounts was very successful. There are 9 more lectures to come.

In January 2005 the FSI started with the rollout of an Accelerated French Learning Programme. Co-operation was entered into between UNISA, Alliance Francaise and the French Embassy to provide lecturers to enhance the capacity of the Directorate Language Training. Officials who have been notified of their transfers to French-speaking countries, the new intake of Foreign Service officials and officials at Head Office that deal with French-speaking countries were targeted to receive priority French tuition. "Dear Colleagues, if you wish to be with-it, you better be sure you acquire French survival skills". Si vous voulez etre au courant de la langue, il faudra que vous possediez les habilites de survie en francais.

Change (i.e. transformation) at the FSI requires co-operation of all managers and supervisors in the DFA. A flying start was made with our colleagues at the Policy and Research Unit who together with the FSI hosted a successful workshop on developing a Marketing Strategy for DFA, proving that collaboration is another vehicle for innovation. A report-writing workshop is also being planned with the Policy and Research Unit.

NEW STRUCTURE

The FSI has made much progress in developing its new structure as a Branch. We expect a Chief Director to commence duty on 1 August 2005. We are also happy to an-

nounce the placement of the following colleagues: Ms N Makupula, Mr. M Mohloare, Mr. A Maistry, Mr S R Pelle, Mr. M Bam, Mr N Maleswana, and Dr. Bezuidenhout. These colleagues bring valuable experience and expertise to the FSI-team that will not only assist the Institute with the implementation of the necessary changes but will also facilitate collective learning and encourage innovative thinking. Whilst the new structure of the FSI is now approved and several colleagues have joined the FSI and a few more will come in the near future, there are still several vacant positions that will have to be funded. These positions are mainly in the two new Directorates, namely Quality Assurance and Research and Development.

The current success of the FSI would not have been possible if it had not been for the sterling co-operation of the DGF and the Business Units. The FSI is convinced that transforming itself can not be done in isolation. There is a need for a holistic approach to achieving its goals. It is for this reason that the FSI regards the Business Units as partners in meeting the organisational training needs, skills development, as well as attitude and behaviour modification, that will ensure that the Department will be proud of its "well-rounded" staff executing their duties both at Head Office and Missions abroad in a very professional, competent (and PFMA-compliant□) manner.▶



BREAKING NEWS!

A new branch has been formalised: Human Resource Management and Foreign Service Training has come into effect on 4 July 2005 under the leadership of Ambassador January-Bardill. It was seen as inevitable due to the natural synergies between the work of HR and that of the FSI. This move will enable the Department to consolidate and focus its efforts on managing the training and development of the talent of our people and ensure that their potential is fully explored and utilised.

From the Minister's desk



Minister of Foreign Affairs, Dr Nkosasana Dlamini Zuma

United Nations Reform And The South African Approach

Sixty years after the founding of the United Nations and the adoption of the historic United Nations Charter, countries of the world are once more preparing to gather on the shores of New York from 14–16 September 2005 for the largest ever Summit meeting to review progress on the Millennium Development Goals (MDGs) and to undertake the broadest reforms of the organisation in its history.

These reforms are necessary because the UN has come under increasingly severe criticism from the 1990s. Critics feel that the current UN structure is dominated by the big powers (particularly the permanent five members of the Security Council) who prevail on the UN agenda and whose interests are primary determinants in deciding on appropriate UN responses to international crises. In the same vein, the UN Security Council is considered to be unaccountable, undemocratic in its membership and practices and

also archaic – in this regard the UN is seen to be reflective of the post-World War II era, and not suited to meet the challenges of the 21st Century. The situation has been compounded with the increase of intra-state conflicts and large-scale humanitarian crises.

In defence of the UN, supporters however point to the successes of the organisation such as the independence of Timor Leste, the intervention in Sierra Leone, the millions of tons of food delivered annually to drought and famine struck areas, and the ongoing medical assistance provided to destitute communities, including the vaccination programmes and life-saving medication provided to millions of adults and children. More importantly, UN supporters point to its role as a focal point for global agreements that enable international cooperation in trade, shipping and aviation, postal and telecommunications, environmental protection, humanitarian assistance and human rights law etc. In short, UN supporters argue that if the UN were abolished today, we would have to establish a new body tomorrow.

MORE INCLUSIVE, DEMOCRATIC AND REFLECTIVE

Thus, the majority of UN member states are in favour of reforming the organisation to make it more inclusive, democratic and reflective of its current membership that has grown to 191 member states. Comprehensive reforms should also make the UN more efficient and effective, more focussed in its debates on deliverable actions where UN interventions can make a difference, and able to balance the interests of powerful and weaker states through institutional and methodological reforms.

The daunting task of reforming the United Nations was more urgently pursued by the UN Secretary-General, Mr. Kofi Annan as the UN came under even greater strain after the events of 11 September 2001, the 'war on terror', and 'unilateralism' which undermines the rules-based multilateral system of international relations. To this end, the UN Secretary-General initiated the current UN reform process through a series of

studies, including the following:

- The Cardoso Report which focussed on the improvement of relations and more meaningful interaction between the UN and Civil Society.
- The High-Level Panel's Report on Threats, Challenges and Change, which identifies the threats and challenges of the new Millennium and proposes comprehensive United Nations reforms to effectively meet these challenges.
- The Millennium Project Report "Investing in Development" (the Jeffrey Sachs Report) that assesses progress on the promises of the Millennium Declaration and the Millennium Development Goals. The Sachs Report makes ten recommendations that highlight the conclusion that the MDGs are achievable and all that is required is the collective political will to fully implement the commitments that have already been made.

These successive reports were each debated among UN Member States in New York with a view to developing a broad sense of the reforms that would be necessary to return the UN to the centre of multilateralism and international relations as well as to restore its credibility and effectiveness.

Taking into account the views exchanged between member states during the debates, the UN Secretary-General issued his own Report, "In Larger Freedom, Towards Development, Security, and Human Rights for All" on 21 March 2005. He presented member states with a package of proposed reforms "for decision by Heads of State and Government" at the September UN Summit. The Report includes a wide-ranging agenda that emphasises that security cannot be attained without development and that neither can be attained without human rights.

Following the release of the Secretary-General's Report, UN Member States again engaged in informal debate and structured their exchange of views on the UN Secretary-General's Report, along the four clusters of reform issues identified by the Secre-

tary-General namely: Cluster I – Development issues; Cluster II – Security issues; Cluster III – Human rights issues; and, Cluster IV – Institutional Reforms. The Secretary-General's Report can be viewed as the culmination of the previous reports and their respective recommendations as well as incorporating the general views expressed by UN Member States to some extent.

In final preparation for the Millennium Review Summit, the President of the General Assembly (GA) compiled a document taking into account the proposals contained in previous reports as well as the overall views expressed by Member States during all the previous informal discussions. The GA President's draft outcome document was released on 3 June 2005 and forms the first draft of the reform document that Heads of State will consider adopting at the Summit in New York.

The draft outcome document is comprehensive and also seeks to strike a balance between security, development and the promotion of human rights. It is worth noting that in relation to the Secretary-General's Report, the GA President's draft document has also expanded and strengthened the section on the Special Needs of Africa.

The initial informal consultations on the draft outcome document started on 21 June 2005. Following this initial round of consultations the GA President is expected to present a revised draft for final consultations and negotiations by mid-July.

THE REFORM OF THE SECURITY COUNCIL

One of the most contentious issues, among the range of issues contained in the comprehensive set of proposals presented by the UN Secretary-General, is the reform of the UN Security Council (UNSC).

DRAFT RESOLUTION

The G4 (Brazil, Germany, India and Japan) has informally circulated a draft resolution on Security Council Reform. The draft resolution calls for a decision on Security Council reform before September 2005 and provides for a



Minister Nkhsazana Dlamini Zuma meets Nigerian President Olusegun Obasanjo

three-step approach, namely (1) the adoption of a “framework resolution”, (2) the election of new permanent members by a vote of two-thirds of the General Assembly through a secret ballot, and (3) the adoption of a second resolution that contains all the UN Charter amendments including the actual names of the countries that would occupy the SC permanent seats. The G4 has initiated a lobby campaign to urge UN Member States to co-sponsor the draft framework resolution.

Following the reactions of UN Member States, the G4 presented a revised version of their draft resolution. The G4’s approach is consistent with the African position of first securing the SC seats before naming the actual candidates and allocates two Permanent Seats to African countries.

However, the revised G4 draft requires new Permanent Security Council Members to forego the veto

South Africa’s approach to UN reform

Among other things, in the arena of peace and security we have continued to promote peace and stability and are working closely with our partners, particularly on our continent, to reverse the marginalisation of our continent and to strengthen its voice in global affairs. South Africa remains committed to promoting multilateralism and pursuing greater equality and accountability in the global exercise of power.

South Africa, with Botswana, currently represents the Southern Africa sub-region on the Follow-up Mechanism and has actively participated in the process of formulating and promoting the Common African Position.

South Africa’s own approach is to uphold and promote the African Consensus Position. South Africa’s interventions on UN reform would therefore serve to defend and advance the Consensus position, particularly in light of the AU Summit decision to mandate the expanded

As an agent of progressive change, South Africa has continued to work with other like-minded parties to expand the existing global political space for the realisation of a better life for all.

Follow-up Mechanism to negotiate with other regions and stakeholders.

South Africa is among 8 African Countries that have declared their willingness to serve as Permanent members of an expanded Security Council, namely Angola, Egypt, Gabon, Kenya, Libya, Nigeria and Senegal. In terms of its candidacy, South Africa remains committed to engage based on the contribution it can make towards the maintenance of international peace and security.

TWO MONTHS TO GO

We are barely two months away from the UN Summit. As the final preparation begins, it is clear that yet another golden opportunity is presenting itself to further Africa’s development. This alignment of inter-

national processes could aid sustainable development initiatives on the African continent and in the developing world and contribute to their success as well as to the realisation of a more stable and democratic world. The people of the world await the outcomes of this UN meeting, which they hope will bring about progressive change and assist in improving the quality of their lives. After sixty years of its existence, it is time that the UN adapts itself to the changing circumstances and begins to meet the pressing demands of present generations of the world’s citizens. Only this progressive path can guarantee a more secure and sustainable world in the near future. And the UN in the sixtieth year of its existence will be born anew.▶

until the performance of new Council Members is assessed at a UN Review Conference to be held in 2020. The proposed allocation of non-Permanent seats is also inconsistent with the Common African Position (the Ezulwini Consensus), which calls for five non-permanent seats to be allocated to Africa. The draft resolution only provides for a total of four non-permanent seats to Africa.

The African Group has pointed out to the G4 that the revised draft resolution is still partially inconsistent with the Ezulwini Consensus.

EZULWINI CONSENSUS

Meanwhile, following the recommendations of the AU Executive Council meeting of 1-2 July 2005 in Sirte, Libya, the 5th Ordinary Session of the Assembly of the African Union adopted three policy positions related to UN reform on 5 July 2005.

The first is a decision taken on the expansion of the Follow-up Mechanism on the Reform of the United Nations. The second is a Declaration on the Reform of the United Nations Organisation reaffirming commitment to the Ezulwini Consensus and stating the Common African Position on sustainable development, collective security, conflict prevention and the conditions for the use of force as well as the institutional reform of the UN. This includes strengthening of the UN General Assembly; strengthening the Secretariat for greater efficiency and increased representation for Africa, granting ECOSOC (the Economic, Social and Cultural Council) the status of a central co-ordinating mechanism in the economic and social domain and to enable it to better fulfil its role in attaining the Millennium Development Goals, and democratising the Bretton Woods Institutions.

The third position adopted is the Draft Resolution on United Nations Reform: Security Council. This resolution takes into account the need to strengthen the UN Institutions in order to enhance the efficiency of the organisation, especially its principal organs and in particular the General Assembly and Security Council. The resolution is mindful of the need to ensure Africa's representation in the Security Council like all the other regions of the world and to enlarge the Security Council in both the permanent and the non-permanent categories and to improve its working methods. In this context the resolution accords new permanent members the same prerogatives and privileges as the current permanent members, including the right of veto and distributes the additional Security Council seats in accordance with the Ezulwini Consensus.▶



President Thabo Mbeki meets UN Secretary-General Kofi Annan



the dfa

Department:
Foreign Affairs
REPUBLIC OF SOUTH AFRICA.