



*Building a Better World:  
The Diplomacy of Ubuntu*

**WHITE PAPER ON  
SOUTH AFRICA'S FOREIGN POLICY**

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## Foreword

In terms of South Africa's liberation history, its evolving international engagement is based on two central tenets, namely: Pan-Africanism and South-South solidarity. South Africa recognises itself as an integral part of the African continent and therefore understands its national interest as being intrinsically linked to Africa's stability, unity, and prosperity. Likewise, the 1955 Bandung Conference shapes our understanding of South-South cooperation and opposition to colonialism as a natural extension of our national interest.

In preparing the country to become a winning nation in the coming decades of the 21<sup>st</sup> century, our international relations work must endeavour to shape and strengthen our national identity; cultivate our national pride and patriotism; address the injustices of our past, including those of race and gender; bridge the divides in our society to ensure social cohesion and stability; and grow the economy for the development and upliftment of our people.

South Africa strives to promote its national interest in a complex and fast-changing world. The impact of these complexities and changes must be factored in to the nation's work to achieve a better life for its people both at home and in a regional and continental context.

The business of national interest cannot be the purview of the state alone, but it can encourage an enabling environment of dialogue and discourse among all stakeholders to interrogate policies and strategies, and their application in the best interests of the people. The Department of International Relations and Cooperation therefore undertakes to conduct its business of managing South Africa's international relations ever mindful of its responsibility to the people it represents, even beyond the nation's borders.

## **PREAMBLE**

### ***DIPLOMACY OF UBUNTU***

South Africa is a multifaceted, multicultural and multiracial country that embraces the concept of Ubuntu as a way of defining who we are and how we relate to others. The philosophy of Ubuntu means 'humanity' and is reflected in the idea that we affirm our humanity when we affirm the humanity of others. It has played a major role in the forging of a South African national consciousness and in the process of its democratic transformation and nation-building.

Since 1994, the international community has looked to South Africa to play a leading role in championing values of human rights, democracy, reconciliation and the eradication of poverty and underdevelopment. South Africa has risen to the challenge and plays a meaningful role in the region, on the continent and globally.

South Africa's unique approach to global issues has found expression in the concept of Ubuntu. These concepts inform our particular approach to diplomacy and shape our vision of a better world for all.

This philosophy translates into an approach to international relations that respects all nations, peoples, and cultures. It recognises that it is in our national interest to promote and support the positive development of others. Similarly, national security would therefore depend on the centrality of human security as a universal goal, based on the principle of *Batho Pele* (putting people first). In the modern world of globalisation, a constant element is and has to be our common humanity. We therefore champion collaboration, cooperation and building partnerships over conflict. This recognition of our interconnectedness and interdependency, and the infusion of Ubuntu into the South African identity, shapes our foreign policy.

South Africa therefore accords central importance to our immediate African neighbourhood and continent; working with countries of the South to address shared challenges of underdevelopment; promoting global equity and social justice; working with countries of the North to develop a true and effective partnership for a better world; and doing our part to strengthen the multilateral system,

including its transformation, to reflect the diversity of our nations, and ensure its centrality in global governance.

## 1. INTRODUCTION

In a fast-changing and interdependent world, it is essential for South Africa to regularly make an evaluation of its foreign policy and to ensure that its national interests are maximised. Foreign policy is not an abstract matter separate from domestic policies and as such South Africa ensures that these inform its foreign policy.

Remaining loyal to the constitutional principles that have inspired South Africa since 1994, our foreign policy is currently based on the primacy of the African continent and the Southern African Development Community; commitment to South-South cooperation; the centrality of multilateralism; consolidating relations with the North; and the strengthening of bilateral social, political and economic relations.

In her Budget Vote Speech of 22 March 2010, the Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane, reiterated the need for South Africa's foreign policy to be "assessed against the weight of rising expectations". She also reflected on the critical role of foreign policy in meeting domestic priorities.

South Africa is committed to pursuing a more focused and effective foreign policy. As principal adviser on foreign policy issues, the Department coordinates the implementation of South Africa's international relations. To this end, the establishment of the South African Development Partnership Agency (SADPA) as an integral part of the Department will enhance South Africa's international cooperation and implementation of development and humanitarian assistance programmes.

Furthermore, in the spirit of a more inclusive and open foreign policy approach, it is the intention to further engage key stakeholders by establishing the South African Council on International Relations (SACOIR) as a forum for interaction with the Department on foreign policy development and implementation, with the aim of creating dynamic partnerships for development and cooperation.

The name change in 2009 from the Department of Foreign Affairs to the Department of International Relations and Cooperation reflects the Department's role in building deeper and more expansive relations and using these partnerships to advance South Africa's national interests. This approach

promotes foreign policy alignment with South Africa's domestic and developmental needs, particularly to create a better life for all South Africans.

South Africa's foreign policy takes into account the ever-evolving global environment in which we operate in order to respond effectively to our domestic imperatives. Effective policy development is essential for the survival and prosperity of any country in the global system. Governments are faced with complex and ever rapidly occurring global inflection points and must make key strategic decisions that will determine a country's future prosperity, standing and influence in the world. South Africa's foreign policy responses continue to be shaped by its history and the evolution of its foreign and domestic policies since 1994. In this regard, South Africa contributes towards the transformation of the global system of governance from power-based to a rules-based system in a just and equitable global order.

Since the birth of democratic South Africa in 1994, the country has prioritised an Afro-centric foreign policy rooted in national liberation, the quest for African renewal, and efforts to negate the legacy of colonialism as well as neo-colonialism. This resulted in major and ambitious African initiatives such as the New Partnership for Africa's Development (NEPAD) and support for the transition of the Organisation for African Unity (OAU) to the African Union (AU) in 2002.

South Africa's foreign policy was evaluated against the government's priorities and objectives in the Fifteen Year Review of South Africa's Foreign Policy for the period 1994 to 2009. This evaluation assessed progress made, but also identified shortcomings and challenges in order to enable the Department to contribute more effectively to government initiatives. The review highlighted the Department's dedication to the eradication of poverty and to end the marginalisation of the poor, not only in South Africa, but throughout the world.

South Africa has embraced multilateralism as an approach to solve challenges confronting the international community. In this regard, it took up a leading role in various multilateral fora, including SADC, the AU, NAM, G77+China, the Commonwealth, and the United Nations, championing the cause of developing countries and Africa in particular. As a non-permanent member of United Nations Security Council (UNSC) from 2007-2008 and for the period 2001-2012, South Africa promoted peace and

security with emphasis on Africa and improving cooperation between the UNSC and regional organisations such as the AU Peace and Security Council.

South Africa's foreign policy takes cognisance of the socio-economic realities that continue to prevail in the country. South Africa remains deeply marked by its historical legacy, and economic disparities still prevail. South Africa's economy continues to be characterised by great inequality. The developed component of this economy with its large capital-intensive firms, modern and outward-looking orientation has been best placed to take advantage of trade liberalisation and macroeconomic stability. Parts of the country have advanced physical infrastructure and sophisticated financial, ICT and telecommunications networks, comparable to that of the developed world.

The underdeveloped section of the economy comprises the majority of the population, who are largely disadvantaged and unskilled. Sections of the country represent poverty comparable with that of Least Developed Countries. Despite increased spending in social services and a steady increase in GDP growth, South Africa continues to face both structural and social challenges. In this regard, South Africa has identified key areas which include education, health, rural development and land reform, creation of decent jobs, and crime prevention.

The government is committed to narrowing the enormous gap between rich and poor through a set of comprehensive policy measures such as new industrial development programmes, Broad-Based Black Economic Empowerment (BBBEE), skills development, and social grants.

Although tangible but moderate economic growth and the stable internal and external macro-economic situation, unemployment remains one of the most pressing domestic issues. The opening up of the economy has reduced the importance of some sectors while boosting other less labour-intensive sectors. Annually, a growing number of unskilled youth are entering the labour market without access to economic opportunities. South Africa also continues to attract economic migrants.

Despite the complex economic challenges facing South Africa, it is nevertheless the most developed economy on the continent. South Africa's investment and trade with African countries have increased dramatically since 1994, and South Africa is now the largest investor in Africa.

## 2. THE MANDATE OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

International relations are conducted against a long and rich history of diplomacy between states. Diplomatic norms and practices have been developed over the centuries across cultures and political ideologies, and are now widely accepted universally. In accordance with international law and practice, the conduct and coordination of international relations have been the responsibility of the foreign ministries and reflected in the *Vienna Convention on Diplomatic Relations of 1961*.

In line with this practice, the *Constitution of South Africa, 1996*, empowers the President, as head of the national executive, to formulate national policies and assigns cabinet portfolios. Thus, the Minister of International Relations and Cooperation is tasked to formulate, promote, and execute South Africa's foreign policy. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. The Department is the principal adviser on foreign policy, and lead coordinator and manager of South Africa's international relations and cooperation.

The Department and its Missions abroad carry out its mandate by:

- Aligning, coordinating, and managing South Africa's international relations and related activities;
- monitoring developments in the international environment, including the provision of early warning to political principals;
- formulating foreign policy options;
- protecting South Africa's sovereignty and territorial integrity;
- conducting economic diplomacy;
- conducting public diplomacy;
- establishing and managing structures and mechanisms for achieving foreign policy objectives;
- managing development cooperation and partnerships;
- advising on international law matters and acting as custodian for all South Africa's international agreements; and
- providing consular services.

#### **4. SOUTH AFRICA'S VALUES AND NATIONAL INTERESTS: BORN IN STRUGGLE**

The values that inspire and guide South Africa as a nation are deeply rooted in the long years of struggle for liberation. As a beneficiary of many acts of selfless solidarity in the past, South Africa believes strongly that what it wishes for its people should be what it wishes for the citizens of the world. Its national interest can thus be articulated as people-centred, including promoting the well-being, development and upliftment of its people; protecting the planet for future generations; and ensuring the prosperity of the country, its region and continent. In pursuing our national interests, our decisions are informed by a desire for a just, humane and equitable world order of greater security, peace, dialogue and economic justice.

The values that inspired the creation of a free and democratic South Africa are enduring because they have transcended time and conflict. Equality, democracy and human rights were entrenched in documents such as the *Freedom Charter*, which emphasises that non-racialism, non-discrimination, liberty and peace, democratic organs of self-government and equality are essential to achieve the common objective of a "South Africa that belongs to all who live in it, black and white".

These values inspired thousands during the struggle years and have been entrenched in the founding provisions of the 1996 *Constitution of the Republic of South Africa*. The Constitution, one of the most progressive in the world, affirms the aspirations of South African society to live in human dignity, equality, and freedom.

Foreign policy, being an extension of national policy and interests, is an important component in South Africa's strategy for development and social purposes. Creating a better South Africa and contributing to a better and safer Africa in a better world encapsulates and conceptualises a South African foreign policy that enables the country to be a good international citizen. As the country engages with its region, continent and the international community, it seeks to build an environment in which it can realise its national socio-economic agenda as well as its political and security interests.

Reflecting national interest, South Africa's foreign policy recognises that states are interdependent and promotes cooperation over competition and collaboration over confrontation. In this context is

committed to development partnerships around the world. It draws on the spirit of internationalism, pan-Africanism, South-South solidarity; the rejection of colonialism and other forms of oppression; the quest for the unity and economic, political and social renewal of Africa; the promotion of poverty alleviation around the world; and opposition to the structural inequality and abuse of power in the global system. South Africa further pursues democracy within the international system of governance.

At times, South Africa faces the challenge of balancing its national interests against global realities in a rapidly changing world. Our foreign policy imperatives will need to be able to address and manage these dynamics.

## **5. THROUGH THE LOOKING GLASS: DRIVERS AND TRENDS IN THE GLOBAL SYSTEM**

Drivers and trends constitute the forces that significantly influence world affairs and will therefore play an important role in determining how South Africa conducts its international relations. Successful foreign policy implementation requires that countries take into account the ever-changing environment in which they operate.

Poverty and underdevelopment remain the most prevalent challenge facing our region and continent. Central to South Africa's national interest is to address the challenge of eradicating poverty, developing its people and creating prosperity not only in South Africa but also in the region and continent.

We are in a period of convergence of a number of trends that are leading to major shifts in global political, economic and social/cultural dynamics: such as demographics; climate change. Therefore, in order for South Africa to be effective in meeting its challenges, it must shape its domestic and foreign policies to respond to global drivers and trends that are influencing the international system.

These influences have varying impacts in different parts of the world and include, without order of priority: demographics; realignment of new economic powers; new media and social networks; innovation; environmental change; heightened demand for scarce resources; and changing nature of conflict and insecurity

### ***Demographics***

The world population continues to grow at a steady pace, with changes in population profiles that are concerned with population composition (e.g. age, race, gender and population size) and patterns. The increased population growth is apparent in the developing world, whilst the developed world population is decreasing and rapidly aging. These demographic changes are putting pressure on the sustainability of welfare systems, vital natural resources, infrastructure, services, and the labour market. The youth bulge in the developing world offers both social and economic opportunities in terms of larger markets, labour force and economic tax base. However, if skills development and youth employment remain unaddressed, this creates the risk of social and political instability. It is estimated

that more than half of the world's population is urbanised; however, infrastructure lags behind population growth. Increased urbanisation continues to fuel an increase in the number of megacities.

The tension between population growth and labour demand continues to encourage migration flows. Economic migration, both documented and undocumented, present major challenges to states and communities that experience a measure of economic growth. States with aging populations, however, will have to find ways to absorb a younger workforce. Given the rising perception that multiculturalism is failing, there is the attendant risk of increased pressures of xenophobia, racism and insecurity.

### ***Realignment of economic power***

The rise of new economic powers is influencing a shift in the balance of the global distribution of power. As these emerging economic powers assert their positions and seek to increase their influence in global affairs, new economic and political groupings are formed. As a consequence, the primary forces of this driver include new global markets; redirection in trade and investment flows; globalizing labour market; realignment of economic alliances; increase in social divisions; new consumption patterns and production networks.

Globalisation continues to shape the world at an accelerating pace. People, businesses and governments are interlinked across the borders of the nation-state. Trade, global finance, and migration have encouraged decades of economic growth. Global economic imbalances, the global economic crisis, climate change, and insecurity are bringing the vulnerabilities of globalisation to the fore. Global growth is characterised by growing inequalities with the social divide between rich and poor widening.

The global economic crisis has accelerated the change in balance of economic and political power towards the emerging economies and it is expected that this trend will continue. The rules and institutions of the 20th century global economic and trading system are in a state of flux. This includes a reassessment of the role of the state, with alternative models of state intervention being tested. Underlying global imbalances may lead to further currency volatility and protectionist tendencies. Trading patterns are shifting to new markets, with a notable growth in South-South trade between the emerging economies. Regional and preferential trading arrangements are proliferating, leading to increased intra-regional trade to the exclusion of others. Discriminatory global agricultural trading

arrangements and protectionist policies continue to be an obstacle to the development of African agricultural production.

Certain middle and regional powers have emerged as lynchpin states through like-minded alliances and power blocs. These new powers challenge the established political order and place pressure on international organisations to reflect new political realities or risk irrelevance. Vested power interests are opposed to the diminution of their power and may provoke rivalries and competition amongst the new powers.

The process of globalisation has had major implications for cultures. The dilemma that has emerged across the world is the extent to which globalisation threatens existing cultures. In the 1990s, the dominant ideology was to recast the world in a neo-liberal paradigm. However, the new emerging powers have pursued alternative models of development consistent with their own cultural norms.

### ***Innovation***

Scientific and technological innovation is a key driver of change. Businesses and civil society have been more successful than governments in harnessing its benefits. Rapid innovation in information and communications technology has transcended international boundaries and regulatory systems, empowering the rapid flow of information, ideas and capital across the world. Developments in the sphere of biotechnology can hold great benefits for humankind through the production of medicines and vaccines. Similarly, nanotechnology offers many benefits, while green technology has the potential to change patterns of production and consumption. However, these same innovations can be exploited with malicious intent with potentially destructive consequences.

Although the developed world continues to be the primary originator of innovation, there is increasing competition from the major emerging economies of the South. This is linked to an aggressive pursuit of intellectual property rights protection by originators to protect their global competitive advantage. This protectionism continues to be used against demands for technology transfer for development. However, emerging economies may gain momentum by leapfrogging existing technologies and platforms by using their financial power to acquire high-tech companies of the North. Developing countries will continue to secure partnerships in order to ensure relevant technology transfers for development in critical areas, such as health and education.

### ***New media and social networks***

Rapid technological change has created social media networks that are changing the manner in which societies operate today. The distribution of the power of information and media has brought elements of society closer together, created more interdependence. The information society continues to expand its reach to the developing world. Globalised social media and networks empower the individual, strengthening democratisation and transparency.

New media technologies facilitate the proliferation of national and global social networks of individuals and organisations with shared interests. The convergence of information platforms, global mass media and social networking empowers the free flow of information and ideas which can have an impact on governance, economic activity and mobilization across social, cultural, religious and national boundaries. Control of all this information is the next frontier as comprehensive information management is in its infancy and vulnerabilities are exploited by states, non-state actors and criminal networks, creating new transnational threats.

### ***Environmental change***

Signposts of climate change include environmental degradation, desertification, melting of the icecaps, rising sea levels and more volatile and extreme weather patterns. Both natural and man-made environmental changes impact on all aspects of human development. These changes will increasingly hinder sustainable development and have a significant impact on the world's social and economic systems. The negative impact on agriculture as well as food, water and energy security, will lead to instability, particularly in sub-Saharan Africa. Economic development and urbanisation exacerbate the impact on the environment through increased pollution, waste pressures and changes in biological diversity. The world continues to be unsustainably dependent on fossil fuels for its energy.

Desertification is one of the greatest challenges to the developing world with a direct impact on the poor due to gradual loss of agricultural productivity increasing famine and malnutrition. The effects of a global food price crisis are felt most acutely in the developing world. Water is an essential but scarce resource that increasingly feels the pressure of population growth, urbanisation and environmental factors. Joint management of water resources continues to be addressed multilaterally but unequal treaties remain historical obstacles to the equitable use of water.

Green technology and green jobs offer new opportunities for change. Environmental standards are increasingly globalised but tensions exist when the use of environmental measures limits development in the developing world.

### ***Heightened demand for scarce resources***

Countries dependent on oil will remain vulnerable to energy shocks and instability in oil-producing regions. Increased energy demands carry the potential of inter- and intra-state competition thereby heightening the risk of tensions over access to these scarce resources. This competition will have implications for global geopolitics as major powers seek to secure sustainable energy sources for their economic development. This scarcity has necessitated a reappraisal of alternative technologies such as nuclear, solar and wind. Additionally, a growing demand exists for mineral resources as the emerging economies compete with the established industrialised economies. There are opportunities and threats in increased demand for resources which allow supplier countries to leverage their new influence to affect supply and demand in the global economy.

Increased demand and limited supply of scarce resources is driving up commodity prices and fuelling a scramble for resources in Africa and Latin America. The raw material supply chain of the 20th century is under pressure to change as demand increases rapidly in Asia and established colonial linkages are challenged by the emerging powers. Demand also increases the leverage of supplier countries to introduce beneficiation policies and export quotas to stimulate local economic growth. Europe and America will increasingly focus on ensuring the security of supply of the rare earth materials necessary for the new wave of green technologies, of which known reserves are concentrated in the emerging economies of Brazil, China, Russia and South Africa. The use of energy diplomacy and resource nationalism may lead to increased tensions between states.

### ***Changing nature of conflict and insecurity***

In recent decades, the incidence of inter-state conflict has decreased, although resource driven competition may lead to its resurgence.

Due to disruptions in economic activity and political instability, intra-state conflict continues to frustrate sustainable development. The historical concepts of sovereignty and non-interference in domestic

affairs are coming under legal scrutiny in the search for suitable responses for intervention. Increasingly, conflict perpetrated by non-state actors takes on the form of asymmetrical warfare. The commercialisation of state security, mercenaries and private security companies poses a challenge given the lack of international regulation.

Ever-growing dependence on information technology also creates vulnerability with respect to cyber warfare. Cyber attacks and criminal activity continue to increase amid an absence of global control of the internet. The accumulation of resources and wealth through organised crime and cartels allow criminal activity to disproportionately impact on the socio-economic and political landscape of countries. The activities of trans-national organised crime extend to drugs and human trafficking, arms smuggling, money laundering and other forms of corruption.

New technologies increase the possibility of the global projection of military power by states or groups with sufficient resources. The militarisation of outer space and remote-controlled assets increase the potential to project power globally at low risk. Advancing technologies in volatile regions enhance the risk of terrorists acquiring and using weapons of mass destruction. Recent conflicts have shown the limitations of hard power, yet emerging powers are still arming as military power and participation in the space race are symbols of great power status. Consequently, defence spending is increasing in their neighbourhoods.

The international system and global economy are therefore characterised by accelerated change and a process of transition, to which South Africa's foreign policy will need to respond.

## **6. GLOBAL POSITIONING OF SOUTH AFRICA**

South Africa's vision for 2025 is to be a successful and influential member of the international community, supported by a globally competitive economy on a sustained growth path that has made significant inroads in addressing unemployment, inequality and poverty in South Africa, and contributing to the development of our region and continent. In a rapidly evolving global environment, South Africa will more frequently be faced with key strategic decision points. Its response to these will determine its success in the future.

The shift in the balance of power in the international system combined with the rapidly closing capability gap between developed countries and emerging powers create opportunities for South Africa. The convergence of trends has created an unprecedented opportunity for countries to maximise their influence by playing a leading role both on specific issues and within their regions. This influence is a result of taking the policy initiative, building institutions and originating solutions. Playing this role in African continent has enhanced South Africa's influence in international fora. The next strategic challenge is for South Africa to utilise this opportunity to take the initiative in shaping a new global order.

Simultaneously, South Africa can benefit from diversification and deepened integration into the global growth markets. The trend towards regional integration is accelerating across the world. Globalisation and regional integration present the opportunity for significant gains depending on the level of integration into the global economy. This would support the diversification of South Africa's trade links. South Africa should also take the opportunity to position itself to take advantage of the next group of high growth economies, including key economies in Africa and Latin America.

South Africa should note that rapid industrialisation and increasing resource demand by emerging economies are set to fuel potential conflict around access to natural resources. The challenge remains for South Africa and the region to realise maximum benefit from its natural resources through infrastructure development, value addition and beneficiation. In this regard, it might be necessary to explore the possibilities of a number of structural reforms in order to make the most of the expected

commodity super-cycles in the future. The broader business environment and supporting infrastructure will have to ensure future competitiveness.

South African companies have been at the forefront of adapting technology to developing market conditions as well as the pioneering of new business models. This has enabled South Africa to explore previously untapped markets in sectors such as mobile communications and financial services. South Africa should continuously explore opportunities to use similar leapfrogging strategies to open up market sectors.

Although globalisation has presented many opportunities, it has also brought about many serious risks. The combined impact of climate change, rapid population growth, urbanisation, youth bulge and growing inequality in general exacerbates social stresses relating to food security, access to water, and increasing environmental degradation. These stresses have the potential to cause instability in our region.

A number of regional trends could combine to result in challenges to South Africa's regional leadership position. High energy prices and rapid growth rates could see the emergence of other regional economic centres, with aspirations for regional influence and leadership. The rapid development of a growing number of developing countries is also likely to result in increased competition among states to position themselves in order to maximise their international profiles and visibility. South Africa's position of global influence not only depends on its regional positioning, but also on its ability to contribute to global solutions and policy innovation.

The cohesion of the countries of the South may be eroded as certain key developing countries progress towards becoming developed countries. This group of developing countries are already differentiated, and differentiating themselves, from the rest of the developing world based on their capabilities and integration into global governance structures. The effect is that the capacity gap and influence has widened between these powers and the rest of the developing world, especially the LDCs. This has a potential impact on the solidarity of the South and the championing of the developing world agenda in international fora. In this context, South Africa should continue to champion the solidarity and the concerns of the South. In this regard, it should be borne in mind that strong bilateral relations enhance

the strength of South Africa's international positions and influence in multilateral organisations and groupings.

## **AFRICA**

Our struggle for a better life in South Africa is intertwined with our pursuit of a better Africa in a better world. Its destiny is inextricably linked to that of the Southern African region. Regional and continental integration is the foundation for Africa's socio-economic development and political unity, and essential for our own prosperity and security. Consequently, Africa is at the centre of South Africa's foreign policy. South Africa must therefore continue to support regional and continental processes to respond to and resolve crises, strengthen regional integration, significantly increase intra-African trade, and champion sustainable development and opportunities in Africa.

South Africa will intensify its engagements in the AU and its structures in order for the AU to fulfil its role in building African unity and the social and economic development of the continent. South Africa will continue to champion the role of the AU as the primary organisation for coordinating continental positions with development partners and caution against Official Development Assistance (ODA) being used to impede African unity and solidarity. At the same time, South Africa will continue to advance common African positions through its structured bilateral activities and other international fora.

Peace, stability, and security are essential preconditions for development. Increased global competition for access to natural resources, as well as demographic pressures, and energy, food and water scarcities, will increasingly pose the threat of future conflicts. These challenges may be exacerbated by socio-cultural, ethnic and religious divides. The most effective response to these challenges lies in regional political and economic integration and addressing colonial legacies and neo-colonial influences.

South Africa will therefore continue to play a leading role in conflict prevention, peacekeeping, peacebuilding, and post-conflict reconstruction. South Africa will continue to work with the AU to discourage unconstitutional changes in governments. It will also continue to support AU and UN initiatives to find just and lasting solutions to outstanding issues of self-determination and decolonisation on the African continent. South Africa subscribes to the principles of sovereignty and non-interference in the internal affairs of other states.

The African Union is determined to reinvigorate peace and security initiatives, reinforced through the Regional Economic Communities (RECs). In this regard, it is critical to strengthen the SADC Organ on Politics, Defence and Security and the AU Peace and Security Council, and its linkage to the United Nations Security Council (UNSC). Recognising the importance of the African Standby Forces (ASF) for achieving the African Union's peace and security aims, South Africa will work with SADC and its member states to maintain the readiness of the SADC Brigade. Support for the African Peer Review Mechanism (APRM) remains important to assist the continent consolidate democracy and meet universally accepted standards of participatory democracy.

Structural changes in the global economy are opening up opportunities to position Africa as a significant player in the global economy. Africa is benefitting greatly from the demand for its natural resources as a result of the rise of emerging powers. However, this carries the risk of the continent remaining mainly a supplier of raw materials. Africa has a unique opportunity now to alter existing trading paradigms by restructuring its economies to support value-addition, industrialisation and intra-African trade.

Both traditional and emerging powers are taking notice of these new opportunities and are therefore increasing economic and diplomatic activities on the continent. Despite starting from a very low economic base, in the next fifteen years the resource-fuelled growth in a number of African countries will create both opportunities and challenges for South Africa in terms of new markets and political influence. Likewise, other African economic growth centres are taking advantage of this potential. South Africa should therefore continue to develop partnerships with key countries on the continent as a mechanism for mutual advancement.

The acceleration of Africa's regional integration is imperative for its future economic competitiveness and its development and prosperity, consistent with the global trend towards regional economic integration. Essential in this regard will be the development of skills, infrastructure and interconnectivity, intra-regional trade, common markets, and the removal of trade barriers. Challenges include harmonising policies, addressing overlapping memberships, developing cooperative sovereignty, and the asymmetrical nature of the South African economy in comparison with that of the region. Africa must respond urgently to these challenges in order to avoid again being locked into structural dependencies.

NEPAD is the socio-economic development programme of the AU that also represents a comprehensive vision for Africa's renewal. South Africa, in cooperation with its African partners, should continue to support the implementation of NEPAD programmes, particularly those that strengthen cross-border infrastructure development, ICT, agricultural, tourism, capacity building and industrialisation.

Future African economic prosperity and unity will be realised to the extent that the continent is able to rationalise and streamline the Regional Economic Communities (RECs) as building blocks for African integration. Complementarities continue to exist in areas such as agriculture, energy, and water that will drive industrial development and regional integration. Failure to maximise the advantages that these complementarities offer will leave regions vulnerable to external interests. South Africa will therefore prioritise a constructive leadership role to accelerate and deepen integration in our region.

The integration of SADC remains critical for the economic development of the region and for South Africa's global competitiveness. Regional economic cooperation and integration offers an opportunity for regional industries to overcome the limits of small national markets, achieve economies of scale, and enhance competitiveness as a platform to participate in the global economy. South Africa therefore will advance a developmental integrated agenda in southern Africa that combines trade integration, infrastructure development and sectoral policy coordination that will correct imbalances in current relations. The region must be allowed to determine its own regional integration agenda and pace, without external interference. South Africa will continue to place particular focus on cross-border infrastructure development, in collaboration with other development partners. The strengthening of governance and institutional capacity within SADC is an urgent and essential requirement to ensure the economic viability of the region.

South Africa will continue to support the regional economic programme of SADC that provides for policy co-ordination and convergence, sectoral co-operation and market integration through the SADC Free Trade Area. The integration of SADC, the Common Market for East and Southern Africa (COMESA), and the East African Community (EAC) will advance political unity and economic strength of Africa.

South Africa will strongly support the transformation of the Southern African Customs Union (SACU) into a vehicle for advancing and deepening developmental integration, particularly as an anchor in the SADC

regional project. This transformation can only be achieved through the development of common trade and industrial policies, as well as strategies to build production value chains across all member states, underpinned by regional infrastructure development programmes.

South Africa continues to strengthen trade and investment relations with countries across the African continent in support of the economic agenda of the African Union (AU) and the New Partnership for Africa's Development (NEPAD). This is underpinned by a strong bilateral country focus. Africa will remain an important export destination for value-added goods and services from South Africa. However, most imports from the rest of the continent to South Africa are restricted to a narrow range of primary goods.

In this regard, South Africa is committed to building mutually beneficial trade relations through supporting the diversification of economies, and addressing trade barriers and capacity constraints. South Africa will implement policies that promote outward investment into the continent. South Africa will support Africa to take advantage of market-access arrangements such as the Africa Growth and Opportunity Act (AGOA) and the Tokyo International Conference for African Development (TICAD). It should continue to leverage its strategic relations with countries such as China, India, Japan, the Republic of Korea, Turkey, the USA, as well as the EU, to assist Africa with its socio-economic development. Africa should also utilise its own resources in support of its own development needs.

South Africa's relations with individual African countries remain central to its foreign policy practice. It will continue to strengthen bilateral cooperation with African countries by engaging in sustainable partnerships for development, including through the promotion of trade and investment; the establishment of joint projects for infrastructure development; and the provision of technical assistance for institutional and policy development. South Africa will also pursue closer synergy between its bilateral and multilateral engagements in the region.

South Africa will continue to engage internationally on aid effectiveness, increased global development assistance, and strengthening development partnerships. The South African Development Partnership Agency (SADPA) will be an important instrument to promote more effective development cooperation. It will therefore pursue bilateral cooperation with African countries as well as trilateral cooperation with international partners in support of African development.

## **MULTILATERALISM**

As the established global multilateral architecture has its roots in the post-Second World War context, it is no longer able to adequately respond to the challenges facing an interdependent world in the 21st century, which are complex and global in nature, threatening our collective wellbeing and placing increased pressure on the global system of governance. These challenges encompass issues such as human security, environmental sustainability, poverty alleviation, development, political and economic crises, human rights, disarmament and the non-proliferation of nuclear weapons. As a result, unilateralism is no longer an option to address these challenges. Multilateral cooperation is more relevant than ever before in seeking equitable multilateral solutions to global problems. The United Nations (UN) system, through its universal membership and broad mandate, occupies the central and indispensable role within the global system of governance.

The developing world, especially Africa, has a limited voice and participation in the decision- and policy-making processes of the global trade, economic and financial institutions. This weakens the world's response to the developmental agenda of Africa and the South. A continued over-emphasis by the developed world on issues of peace and security undermine efforts to deal with the root causes of poverty and underdevelopment. To address this imbalance, South Africa will promote the increased alignment between the developmental agenda of Africa and the South and that of global organisations. In this regard, South Africa will work in partnership with other African countries to forge a collective vision.

South Africa's foreign policy will continue to recognise the importance of multilateralism and a rules-based international system that is governed by international law. It will remain an active participant in the efforts to comprehensively reform the architecture of global governance, including the UN system and the Bretton Woods Institutions, to make them more effective, legitimate, and responsive to the needs of the developing world. South Africa must continue to support a development outcome to the WTO Doha Round and to achieve this, will continue to play an active role in the Africa Group, G77 and NAMA 11.

Effective multilateralism rests on the political will of countries to honour their obligations under international law and commitments agreed to in multilateral institutions. The UN utilises its resolutions

as one of its instrument to encourage and promote cooperation among Member States on a variety of issues. However, many resolutions of the UN, in particular those adopted by the General Assembly are not enforceable and therefore not implemented. The lack of enforcement poses a challenge to the effectiveness of the multilateral system to address global challenges.

South Africa strongly supports the reform of the United Nations system in pursuit of greater equity in decision making, balanced against increased efficiency and effectiveness. Whilst pursuing equitable representation of Africa on the United Nations Security Council, South Africa seeks to become a permanent member itself. Meanwhile, South Africa will use non-permanent membership as a strategic opportunity to advance the interests of Africa and the South. It will also champion the relationship between the United Nations and regional organisations, in particular the African Union.

An emerging trend is for like-minded countries to form groupings outside the formal multilateral structures in order to address specific issues affecting the international community. Groups such as the G20, Major Economies Forum, BASIC, IBSA and BRICS have grown in prominence and are focused on global issues related to political, security, environment and economic matters. South Africa supports the use of such groupings as an important mechanism for consensus building, whilst recognising the centrality of the UN and ensuring that these groupings should strengthen the primacy of the UN. South Africa's multilateral relations with the South will continue to find expression particularly through the African, Caribbean and Pacific Group of States (ACP), the Commonwealth, the NAM, and the G77.

South Africa is a strong proponent of multilateralism as a necessary intergovernmental response to managing globalisation and the deepening interdependence of national economies. The marginalisation of many countries in the global economy, particularly those in Africa, and the question of coherence in global economic policy-making are some of the key challenges confronting the international community in the context of an integrating global economy. In this regard, the G20 has become the premier global forum to coordinate an integrated and coherent global response to financial and economic crises. South Africa will seek to ensure the G20's responsiveness to African developmental needs. It also uses its membership to advance the reform of the International Financial Institutions to give a stronger voice and greater representation to the developing world in the interest of a transparent, stable and equitable global financial system.

South Africa will actively participate in the BRICS, whose members are reshaping the global economic and political order. We will use our membership as a strategic opportunity to advance the interests of Africa in global issues such as the reform of global governance, the work of the G20, International trade, development, energy and climate change.

South Africa remains committed to disarmament, non-proliferation and arms control, as well as being a responsible producer, possessor and trader of advanced nuclear technologies. It supports the inalienable right of nations to use nuclear technology for peaceful purposes. Based on the Pelindaba Treaty, South Africa continues to support Africa as a nuclear weapons free zone.

Following the successful hosting of UNCTAD, the World Conference against Racism (WCAR), the World Economic Forum, and the World Summit for Sustainable Development (WSSD), NAM, CHOGM and the launch of the AU, South Africa remains willing to host high-level conferences, as a valuable diplomatic platform in support of multilateralism and global consensus.

South Africa will continue to cooperate with the United Nations Organisation, Specialised Agencies, and other accredited international organisations present in South Africa to align their activities with the country's domestic priorities. In this regard, there is a need to enhance its international representation through the candidatures and secondment of South Africans into strategic positions in key regional, continental and global governance institutions.

As part of its commitment to ensuring peace and stability in zones of conflict, South Africa encourages multilateral options in seeking global solutions. South Africa also remains committed to the major international instruments for the promotion and protection of human rights and advocates a holistic approach that places equal emphasis on civil and political rights as well as social, economic and cultural rights.

## **ECONOMIC DIPLOMACY**

South Africa's future global and continental standing will be determined by how South Africa remains true to its enduring values, economic success, and the continued leadership role on the continent. The success of its economic diplomacy will determine the extent to which South Africa can achieve its

domestic priorities. For South Africa to meet these priorities, its economy must be able to participate competitively in the global market place.

South Africa's integration into the global economy is laid out in the *South African Trade Policy and Strategy Framework*. The aim is to pursue national economic policy objectives and leverage opportunities that arise from global markets and increasing flows of global trade and investment. South Africa's economic diplomacy will therefore be focused on providing guidance to government and the business sector on economic developments and markets, pursuing market access for South African products, attracting investments and tourism, removing barriers to trade, and supporting the development of larger markets in Africa. It should also enhance competitiveness of South African goods and services in the major global markets, while maintaining its international reputation as a stable and reliable supplier. Central to South Africa's economic diplomacy is the pursuit of a fair and equitable rules-based international trade regime that accommodates the developmental interests of developing countries. In the context of the WTO Doha Development Round, South Africa must ensure that the outcome is beneficial to its economy and remedies the negative consequences of its classification in the Uruguay Round.

Deepened regional economic integration and the proliferation of Regional Trading Agreements (RTAs), especially in Asia and Latin America, carry the risk of excluding South African goods and services from these markets. Economic diplomacy should therefore explore ways to strengthen ties with other regional economic groupings that allow for a more strategic integration process amongst developing countries. Economic diplomacy should further seek outcomes that deal more effectively with non-tariff barriers in all markets. South Africa's development objectives require the negotiation of mutually beneficial sectoral co-operation agreements and investment treaties that support South Africa's development policy space.

Regional integration arrangements such as FTAs and RTAs provide the necessary environment for national companies to compete globally. As the majority of intra-African trade takes place within own regional trading blocs, it is necessary to stimulate inter-regional trade as stepping stones for deepening continental integration. South Africa will therefore support the harmonisation of policies and standards across the continent, as strengthened regional integration presents opportunities for regional industries

to overcome the limits of small national markets, achieve economies of scale, and enhance competitiveness as a platform to participate in the global economy.

South African economic diplomacy in the region will therefore support an integrated development strategy for SACU, SADC and the continent that includes Spatial Development Initiatives, investment promotion into the region, region-wide industrial development linkages as well as the development of supply-side capacity that will enable countries in the region to diversify their economies and take advantage of opportunities for more dynamic and diverse exports.

South-South trade is expanding rapidly and the major new sources of growth in the global economy are in the South. Common challenges and shared perspectives provide an opportunity for South Africa to strengthen our trade and investment linkages. South Africa will have to pursue value-added exports to the new emerging markets in order to deal with structural trade imbalances. The dynamism of the economic growth in the South should be harnessed to support the diversification and industrialization of African economies. Economic diplomacy will target foreign direct investment to South Africa and Africa as well as assist in the development of human, institutional, technological and infrastructural resources.

Successful economic diplomacy requires a close partnership with government, business, and labour. A coordinated government-wide effort is essential to promote South Africa's economic interests in the international arena, including the use of high-level engagements. South African Missions abroad are key in these endeavours and must be adequately resourced for these purposes. In particular, they can assist South African business abroad through advice, advocacy, and market access support. The Department must therefore improve its economic research capacity to strengthen its economic diplomacy.

Within the partnership of government, business, and labour it is important that South Africa's values, principles, and reputation are reflected in their conduct abroad. Government should provide sufficient intelligence on market conditions, as well as local cultural nuances that would assist business to better access those markets and act in a socially responsible manner.

## **WIDER BILATERAL INTERESTS**

### **ASIA**

Asia is of increasing importance to South Africa and Africa. Power shifts in the global political and economic system have increased the relevance of the Asian region, with major emerging powers such as China and India increasing their global influence. The Asian region has been experiencing on average higher economic growth than other regions. Its growing economic importance is also reflected in South Africa's changing trade patterns with Asia. The accelerating economic integration of Asia, with the Association of South-East Asian Nations (ASEAN) as the core, holds both opportunities and challenges for South Africa.

Asia has become South Africa's largest trading region and an increasingly important source of investment, particularly China, India and Japan. South Africa must increase its value-added exports to this region in order to address its generally large trade deficit. South Africa should focus on identifying under-explored markets in the region that will provide new export opportunities. Asian markets are characterised by severe competition and proliferation of free trade agreements. South Africa therefore runs the risk of marginalisation and exclusion from supply networks, and will pursue a comprehensive trade strategy to improve South Africa's competitiveness and anchor it in Asian markets.

Asia will play a meaningful role in contributing to South Africa's domestic priorities through cooperation in space, science and technology, education and skills development, health, infrastructure, and mineral beneficiation. Tourism to South Africa will be further developed. Innovation and commercialisation of green technology could be a new area of cooperation in the face of the challenges of climate change.

The political ascendancy of Asia will be increasingly reflected in the global system of governance, peace and security, and finance. This provides opportunities for South Africa to closely cooperate in multilateral organisations in order to reform the global architecture. A possible challenge to the solidarity of the South is the positioning of emerging powers to associate more closely with the traditional powers.

South Africa should not lose sight of the fact that there are also many middle powers in Asia, such as Indonesia, Malaysia, Republic of Korea and Vietnam that are both partners and competitors. South Africa will leverage the fact that these countries share similar views on reform of global governance, solidarity and economic justice. South Africa will continue to work with development partners in Asia for the implementation of NEPAD programmes.

South Africa should closely monitor unresolved issues in Asia such as territorial disputes, domestic political instability, as well as religious and ethnic extremism, and the risk of nuclear proliferation as these have the potential to disrupt economic relations and pose challenges for South Africa's core values of democracy, human rights, and non-proliferation.

South Africa must take note of the fact that the Indian Ocean Rim has become the world's major energy and resource supply route to the fast-growing Asian economies, and that the major global powers have a heightened military presence in the region. Consequently, a maritime security policy for Africa becomes essential.

### ***MIDDLE EAST***

South Africa's foreign policy in the Middle East will have to take cognisance of changing and complex regional dynamics as well as competing interests of major powers. Political developments in the region continue to have a major impact on the global economy especially with reference to energy price stability and supplies.

South Africa will remain consistent in its support for the peaceful settlement of disputes in the region, in particular the Middle East Peace Process premised on a two-state solution, and continue to pursue a diplomatic role based on South Africa's successful political transition and solidarity with the Palestinian people. Through various mechanisms, South Africa will continue to support the developmental and humanitarian needs in Palestine.

It is important to engage the Gulf Co-operation Council (GCC) countries for the realisation of South Africa's development priorities. The Gulf region has adopted an agenda for development and seeks to reduce its economic reliance on finite resource commodities. The diminishing oil and gas reserves

necessitate the consideration of alternative oil suppliers as well as renewable energy for South Africa in the long term.

Middle Eastern markets remain small, but the growing population and oil wealth offer South Africa opportunities, particularly in agro-processing, construction and civil engineering, engineering technologies in gas to liquid energy production, and its advanced service sector. South Africa should continue to source investments from the Gulf region's Sovereign Wealth Funds as well as private investors, including in support of continental initiatives such as NEPAD projects.

## ***EUROPE***

Europe will remain of strategic interest to South Africa. European enlargement has created the largest economic bloc in the world and presents a leading model of regional integration. The European Union remains South Africa's largest trading partner, with the region generating more than a third of South Africa's total trade. It remains an important source of foreign direct investment and official development assistance into South Africa, as well as a primary market for tourism. Bilateral relations with European nations in general extend considerably beyond political, diplomatic and trade relations, finding expression through cooperation in areas of science and technology, arts and culture and shared values around democracy and human rights.

Notwithstanding Europe's economic challenges, such as an aging population, high debt levels, and low-growth economies, South Africa will continue to encourage European partners to be engaged in the development of the African continent, meet their development assistance commitments, as well as push for the reform of the Common Agricultural Policy (CAP) due to its detrimental effects on development in Africa.

South Africa will continue to leverage its strategic partnerships with the EU and its major member states to meet its domestic priorities, open up market opportunities, attract increased foreign direct investment, and support the AU's peace and security initiatives. South Africa will also continue to cooperate and engage with European countries beyond the EU, such as Russia and Turkey, recognising their important role in regional and global politics. South Africa will build on its historical strong ties of

friendship and mutual understanding with the Nordic countries to shift from donor cooperation to building long-term sustainable economic and scientific relations.

South Africa and Europe will continue to enjoy strategic and multifaceted political, economic and social cooperation, which translates into close, substantial and fruitful relations. The focus on trilateral cooperation as a platform for advancing economic development in Africa, as well as support for the continent's peace and security architecture will be maintained. Economic relations will continue including initiatives in support of the Africa Agenda. South Africa must ensure that the trading relationship between Europe and Africa must support the continent's regional integration agenda as well as its development objectives.

South Africa's relations with Europe cut across the EU, the region consists of members of the G8, G20, permanent and non-permanent members of the UNSC and regular engagement through both multilateral and bilateral interaction on all levels is essential.

The Lisbon Treaty has introduced a more coherent and effective Common Foreign and Security Policy that impacts on Africa and South Africa. The EU-Africa Strategic Partnership will continue to drive future Africa-EU relations, based on the Joint Action Plan, which includes institutional and financial support for the AU and its institutions, as well as support for the African peace and security architecture. This provides both an opportunity and challenge for South Africa to engage with the EU to promote the African Agenda through its strategic partnership with the EU.

### ***AMERICAS AND THE CARIBBEAN***

Within the Western Hemisphere, the Americas and Caribbean span a vast geographical area that includes developed, developing, and least developed economies as well as regional and global powers. Stark contrasts exist among these countries, *inter alia*, in terms of territorial size, populations, economies, technologies, and military power. The diversity within this hemisphere necessitates a nuanced foreign policy approach and offers a wide range of opportunities for engagement that spans the whole spectrum of South Africa's foreign policy priorities.

South Africa's bilateral relations with the countries of the Americas and the Caribbean will serve as a firm foundation for advancing multilateral cooperation as well as to promote South Africa's domestic priorities.

South Africa's total trade with the Americas will continue to be of great importance for its development trajectory with further potential for substantial growth in trade and investment. The core objective would be to leverage economic bilateral relations with countries in the Americas for partnerships to support sustainable economic growth, social development, and capacity building. Bilateral relations would therefore be used to enhance economic, scientific, technical, and business opportunities through structured bilateral mechanisms.

The USA will continue to remain a dominant political, economic and military power, with significant potential for South African and African trade, tourism, and investment. The economies of North America remain vital sources of investment and technology, and will remain prominent trading partners for South Africa and Africa. South Africa will therefore continue to build its trade and investment relations with these economies on the basis of institutional frameworks for engagement. South Africa is the largest non-oil beneficiary under the Africa Growth and Opportunities Act (AGOA) but ample scope remains for improving South Africa and Africa's market share in the US market. The extension of AGOA is of strategic importance for the economic development of the continent. South Africa should also continue to engage the USA and Canada to meet development commitments to Africa.

The USA and Canada are important supporters of peacekeeping as well as post-conflict reconstruction and development efforts in Africa, through the UN and bilaterally. In this regard, South Africa will continue to urge them to align their support with the AU peace and security objectives.

An increase in political aspirations and the active role of middle powers in Latin America will enable partnerships and strategic coalitions to advance mutual interests. South Africa's interactions with Brazil as an emerging power should be a platform for significant bilateral growth in economic and political cooperation, as well as for collaboration on specific global multilateral objectives. Other countries in the region also provide economic and political opportunities to pursue complementarities within the context of South-South cooperation, multilateralism, and closer bilateral strategic relations.

The special historical political relationship between South Africa and Cuba continues to provide the benchmark for mutually beneficial cooperation in areas such as health and education. South Africa will continue to call for the lifting of the US embargo against the island.

Latin America and Africa share similar development trajectories, characterised by resource-based economies and single-commodity exports as well as similar patterns of underdevelopment and poverty. This creates both opportunities and challenges for economic cooperation in the Latin American region. Mutual benefits exist in terms of sharing best practices in socio-economic development, mining, agro-processing, beneficiation of mineral products, science and technology, and infrastructure development. South Africa will utilise the SACU/MERCOSUR Preferential Trade Agreement to foster complementarities in its industrial, agricultural and services sectors. South Africa's geo-strategic location between Latin America and Asia provides the opportunity to position itself as a trade and transport hub between these two regions.

In addition, contact with the African Diaspora in the region would serve to enhance relations with South Africa and the African continent, especially with respect to the Caribbean countries. The African Diaspora in the Americas, particularly in the Caribbean, continues to have significance for South Africa in light of their support for Africa's liberation and a shared vision of an equitable world.

## 6. TAKING DIPLOMACY FORWARD

In 2009, the Department of Foreign Affairs was renamed as the Department of International Relations and Cooperation in order to respond in order to better align South Africa's foreign policy and domestic objectives. This provided the Department with an opportunity to redefine its role in building deeper and more expansive relations and using these partnerships to advance South Africa's national interests. Global issues shaping the environment in which South Africa operates are increasingly complex and multidimensional and require a coherent cross-sectoral approach and a coordinated response across all spheres of government, public enterprises, the private sector, labour, civil society, and other non-state actors. In order for South Africa to maximise the benefits from the successful implementation of its foreign policy, a coordinated approach is essential to address weaknesses of working in a compartmentalised manner.

In order to ensure proper implementation, the Department will strengthen and formalise the management and coordination of South Africa's international relations. In this regard, the Department and its Missions abroad will enhance their role in providing strategic information on global developments to all stakeholders, providing strategic guidance on policy options, and managing and facilitating South African activities and engagements abroad in order to deliver tangible outcomes for the betterment of the lives of South Africans.

Coordination and consultation is essential with the growing number of stakeholders, Close cooperation with technical departments is critical for an integrated approach to international engagements. The Department will strengthen the Consultative Forum on International Relations (CFIR) as a vehicle to manage and coordinate the international activities of all stakeholders. The establishment of a South African Council on International Relations (SACOIR) is also envisaged as a consultative platform for engagement with non-state actors. Under the auspices of the Department, the South African Development Partnership Agency (SADPA) will facilitate and manage development assistance in support of South Africa's foreign policy objectives. Therefore, to enable effective coordination and to ensure policy cohesion and synergies in South Africa's bilateral and multilateral interactions, the establishment of a professional diplomatic service as well as these coordinating structures through the adoption of legislation will be pursued. Given dynamic changes in the global environment in which the Department

operates, it will be critical for it to have the institutional flexibility to adapt its structure and operations to meet new challenges.

In a world of competing interests, public diplomacy is essential to actively project South Africa's image, values and culture both domestically and abroad. The Department will broaden the use of available technologies and platforms, especially social media networks to communicate with stakeholders on South Africa's international relations. Public diplomacy activities include outreach programmes to bring foreign policy to the people. The South African government will continue to contribute to institutional support and capacity building to other requesting states and in this regard, the Department will continue to provide training to foreign diplomats as a means of creating goodwill and understanding.

In conclusion, South Africa's greatest asset lies in the power of its example. In an uncertain world, characterised by a competition of values, South Africa's diplomacy of Ubuntu, focusing on our common humanity, provides an inclusive and constructive world view to shape the evolving global order.

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