DELIVERY AGREEMENT FOR OUTCOME 11

CREATING A BETTER SOUTH AFRICA AND CONTRIBUTING TO A BETTER AND SAFER AFRICA IN A BETTER WORLD

Contents

TABLE OF ACRONYMS

ACRONYM	DESCRIPTION
AAP 2010-2015	Africa Action Plan 2010–2015
APRM	African Peer Review Mechanism
ARF	African Renaissance Fund
ASF	African Standby Force
AU	African Union
AUPSC	African Union Peace and Security Council
BLNS	Botswana, Lesotho, Namibia and Swaziland
BRIC	Brazil, Russia, India, and China
CBRN	Chemical, Biological, Radiological and Nuclear Weapons
CFIR	Consultative Forum on International Relations
COE	Contingent Owned Equipment
COMESA	Common Market of Eastern and Southern Africa
DDR	Demobilisation, Disarmament and Reintegration
EAC	East African Community
EMIA	Export Marketing and Investment Assistance
ENE	Estimate of National Expenditure
EPA	Economic Partnership Agreement
EROOM	Electronic system to track foreign direct investment
ES	Executive Secretary (of SADC)
FDI	Foreign Direct Investment
FTA	Free Trade Agreements
IFIs	International Financial Institutions
IPAP-2	Industrial Policy Action Program 2
ITAC	International Trade and Administration Commission
LOA	Letter(s) of Assist (UNDPKO)
M&As	mergers and acquisitions
MDGs	Millennium Development Goals
MDP	Mutual Defence Pact (SADC)
MFN	Most Favoured Nation
MSC	Military Staff Committee (AU)
NAM	Non-aligned Movement

NEPAD	New Partnership for Africa's Development
NOCPM	National Office for the Coordination of Peace Missions
NPT	Non-proliferation Treaty
NTBs	Non-tariff Barriers
ODA	Official Development Assistance
OPDSC	Organ on Politics, Defence and Security Co-operation
ATC Reports	Parliamentary Announcements, Tablings and Committee Reports
PCRD	Post-conflict Reconstruction and Development
PSC	Peace and Security Council
PSO	Peace Support Operations
RISDP	Regional Indicative Strategic Development Plan
RoO	Rules of Origin
SACU	Southern African Customs Union
SADC	Southern African Development Community
SADC MCO	SADC Ministerial Committee of the Organ
SADC REWC	SADC Regional Early Warning Centre
SDIs	Spatial Development Initiatives
SADPA	South African Development Partnership Agency
SIPO	Strategic Indicative Plan of the Organ (SADC Organ)
SOFA	Status of Forces Agreement
SOMA	Status of Mission Agreement
SSR	Security Sector Reform
RECs	Regional Economic Communities
TCC MOU	Troop Contributing Country Memorandum of Understanding
T-FTA	Trilateral Free Trade Agreement
UN	United Nations
UNDPKO	United Nations Department of Peace Keeping
UNGA	United Nations General Assembly
UNHCR	United Nations High Commission for Refugees
UNHRC	United Nations Human Rights Council
UNSG	United Nations Secretary General
UNSC	United Nations Security Council
WMD	Weapons of Mass Destruction

INTRODUCTION

Government has agreed on 12 outcomes as a key focus of work between now and 2014. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome. Each of the 12 outcomes has a delivery agreement that in most cases involve all spheres of government and a range of partners outside government. Combined, these agreements reflect Government's delivery and implementation plans for its foremost priorities.

The Medium Term Strategic Framework of Government identifies a number of priorities that are based on the electoral mandate. The outcomes-based approach further identifies the 12 desired outcomes of Government. These are:

1. Improved quality of basic education.

2. A long and healthy life for all South Africans.

3. All people in South Africa are and feel safe.

4. Decent employment through inclusive economic growth.

5. A skilled and capable workforce to support an inclusive growth path.

6. An efficient, competitive and responsive economic infrastructure network.

7. Vibrant, equitable and sustainable rural communities with food security for all.

8. Sustainable human settlements and improved quality of household life.

9. A responsive, accountable, effective and efficient local government system.

10. Environmental assets and natural resources that are well protected and continually enhanced.

11. Creating a better South Africa and contributing to a better and safer Africa in a better world.

12. An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.

The normal budgeting process will continue to determine the allocations to departments. These delivery agreements will be an important input into the budgeting process for 2011/12 and the final budget

allocations will affect the order of priorities and phasing of the implementation of this Delivery Agreement. For 2012/13 and subsequently, the annual revisions to the Delivery Agreement will be timed to link with the budget process so that the revised Delivery Agreement is signed off after the budget is signed off.

This International Cooperation Trade and Security Cluster (ICTS) Delivery Agreement is a negotiated charter that reflects the commitment of the key partners involved in the direct delivery process, working together to undertake activities effectively and on time to produce the mutually agreed-upon outputs, which in turn will contribute to achieving Outcome 11, namely "Creating a better South Africa and contributing to a better and safer Africa in a better World".

The Delivery Agreement provides detail for the outputs, targets, indicators and key activities to achieve Outcome 11. Additionally, it identifies required inputs and clarifies the roles and responsibilities of the various delivery partners. It spells out who will do what, by when and with which resources. While the Delivery Agreement may contain longer-term outputs and targets, it also includes outputs and associated targets that are realisable in the next 4 years.

It also considers other critical factors affecting the achievement of Outcome 11, such as the legislative and regulatory regime, the institutional environment and decision-making processes and rights, the resources needed and re-allocation of resources where appropriate.

This Delivery Agreement will be reviewed annually in the light of "learning by doing" and monitoring and evaluation (M&E) findings. Accordingly, it will be refined over time and become more inclusive of the relevant delivery partners.

1. High-Level Problem Statement

South Africa's international engagement is anchored on the goal of creating a better South Africa and contributing to a better and safer Africa in a better world. This overarching theme should be instructed further by the conceptualisation of South Africa's national interest, which should instruct our actions collectively, as individual departments, the private sector, non-governmental institutions as well as civil society in relation to South Africa's international relations policies, strategies and actions.

South Africa, as an integral part of the African continent, seeks to assert itself on the global stage in a manner that advances the African agenda. This agenda seeks to promote economic growth and development; economic integration at the regional and sub-regional levels; trade and investment; and democratisation and good governance.

Since independence, Africa has made great strides in overcoming the legacy of colonialism and underdevelopment. However, the continent's progress in addressing the many remaining challenges

including economic development, political and economic integration and peace and security is impeded by an inequitable and unjust world order. As we seek to address the socio-economic, political and security challenges of South Africa and Africa, we should also tackle the issues of the reform of institutions of global governance.

In the final analysis, our actions in a complex, unpredictable and ever-changing world have to feed into the agenda of the reconstruction of our country and improve the wellbeing of our people, those of Africa and the rest of the developing world. The future of South Africa is inextricably linked to that of the African continent and the developing world.

2. IDENTIFICATION OF DELIVERY PARTNERS *VIS- À-VIS* OUTCOME 11

The attainment of Outcome 11 requires a web of complex contributions from a number of core ministries and departments who have a responsibility with regard to Outcome 11. Inter alia, these include the following:

- Department of International Relations and Cooperation (DIRCO)
- National Intelligence Coordinating Committee (NICOC)
- State Security Agency (SSA)
- Department of Defence (DOD)
- Department of Trade and Industry (the dti)
- Department of Science and Technology (DST)
- National Treasury (NT)
- National Department of Tourism (NDT)
- Department of Environmental Affairs (DEA)
- Department of Justice and Constitutional Development (DoJ&CD)
- South African Police Services (SAPS)
- Department of Correctional Services (DCS)
- Department of Public Service and Administration (DPSA)
- South African Revenue Service (SARS)
- Government Communication and Information Service (GCIS)
- International Marketing Council (IMC)
- Department of Home Affairs (DHA)
- STATS SA

3: LINKING OUTPUTS TO OUTCOME 11

TO CREATE A BETTER SOUTH AFRICA AND CONTRIBUTE TO A BETTER AND SAFER AFRICA IN A BETTER WORLD ENTAILS PURSUING THE FOLLOWING CRITICAL OUTPUTS:

3.1 OUTPUT 1: ENHANCED AFRICAN AGENDA AND SUSTAINABLE DEVELOPMENT

The main thrust of South Africa's Foreign Policy is the pursuit of our national interests and priorities, and the African Agenda in particular. Our international engagements are premised on our domestic agenda and developmental priorities.

Promotion of political and economic integration of the continent continues to drive the African Agenda. A commitment exists to provide impetus to this objective which is rooted in the need to strengthen Africa's political, economic and social development as well as its peace and security agenda.

Therefore we must focus on the following sub-outputs:

- Deepened contribution to regional and continental security and stability and sustainable development.
- Strengthened contribution to peace missions and PCRD.
- Deepened technical and development cooperation.

3.2 OUTPUT 2: ENHANCED REGIONAL INTEGRATION

Strengthening regional integration in SACU and SADC remains a major priority that will contribute to the sustained integration of the region into the global economy. South Africa places particular emphasis on political cohesion, economic integration and the building of efficient and responsive economic infrastructure.

South Africa and the countries of the region stand to gain from enhanced regional integration including greater trade resulting from an increase in market size and increased investor confidence which will contribute to sustainable economic development and stability in the SADC region.

Therefore we must focus on the following sub-outputs:

- Regional economic integration.
- Regional political integration.

3.3 OUTPUT 3: REFORMED GLOBAL GOVERNANCE INSTITUTIONS

The current global governance system in the areas of economic development, resources for development, the maintenance of international peace and security and the consistent application of international law do not adequately address the challenges faced concerning the creation of an equitable and just global order. South Africa's participation in the global system of governance is fundamentally premised on our commitment to work towards global political and socio-economic stability and security. In this regard, South Africa already plays a significant role in the international arena, influencing various debates and contributing towards multilateral decisions. In addition to fulfilling its treaty obligations, South Africa must enhance its representation in and strengthen regional, continental and global platforms and governance institutions.

South Africa actively engages various multilateral and treaty organizations according to our national interest. These may be in the realm of international peace and security, humanitarian, environment, political or financial institutions. South Africa will intensify its active role in processes that address issues of reform, restructuring, revitalisation, representivity and strengthening of global governance institutions, as well as the consolidation of solidarity in the context of South-South cooperation and North-South partnerships.

Therefore, we must focus on the following sub-outputs:

- Strengthened regional, continental and global governance institutions and international platforms.

- Enhanced representation of South Africans in international institutions.

3.4 OUTPUT 4: ENHANCED TRADE AND INVESTMENT

To grow economically, South Africa must promote inbound and outbound trade and investment with targeted countries in support of IPAP-2, using amongst other means, expanding and strengthening bilateral cooperation with individual countries in Africa and rest of the world through high-level engagements and strategic bilateral and multilateral economic and trade partnerships.

South Africa will ensure the growth of its exports, in particular higher-value products, and attract significant volumes of direct foreign investments into our country informed by a coordinated export, investment, communication and marketing strategy.

Therefore we must focus on the following sub-outputs:

- Increased value-added exports to targeted economies.

- Increased inward investment from targeted countries.

4. ACTIONS NEEDED TO ACHIEVE EACH OUTPUT

Output 1: Enhanced African Agenda and Sustainable Development	
Sub-output and Sub-output Indicators	**1.1. Deepened contribution to Regional and Continental security and stability and sustainable development:** • Enhanced contribution to processes, debates and resolutions in the Organs of the UN, the African Union and its Structures and the SADC Organ. • Accelerated implementation of NEPAD programmes related to priority sectors, nationally, regionally and globally. • Enhanced advocacy of the Millennium Development Goals (MDGs). • Enhanced contribution to the operationalisation of the SADC Regional Early Warning Centre (REWC). • Ensured contribution to the operationalisation of the SADC Standby Force as determined in agreements. • Promoted national priorities and African Agenda through strengthened and expanded bilateral & multilateral cooperation with individual countries in Africa and the rest of the world. **1.2 Strengthened contribution in Peace Missions and PCRD:** • Full compliance with the obligations placed on South Africa as a member of the UN in terms of our assessed contribution in peace missions. • Strengthened internal coordination of South Africa's contribution to peace missions. • Deployed DOD/SANDF as directed by Government and as per international legal instruments. • Deployed SAPS members as per Cabinet decision. • Participated in regional & continental post conflict reconstruction and development (PCRD) initiatives. **1.3 Deepened Technical and Development Cooperation:** • Established and operationalised the South African Development Partnership Agency (SADPA). • The measure of inbound South African technical and development cooperation.

Output 1: Enhanced African Agenda and Sustainable Development	
Synopsis of Key Actions per Sub-output Indicator	Enhanced contribution to processes, debates and resolutions in the Organs of the UN, the African Union and its Structures and the SADC Organ. • Promote South Africa's positions and the positions of Africa and the South in the Organs of the UN. • Utilise South Africa's tenure on the UNSC to promote and support efforts to find lasting solutions to conflict on the African continent and elsewhere. • Utilise South Africa's membership of the AUPSC to advance working methods of the AUPSC and with an increased focus on conflict prevention mechanisms. • Host and support the Pan-African Parliament (PAP). • Participate in the SADC Organ. Accelerated implementation of NEPAD programmes related to priority sectors nationally, regionally and globally. • Implement the decision of the AU Assembly (July 2010) for individual heads of state to champion the projects of the AAP 2010-2015 and promote the acceptance of the joint AU/NEPAD AAP 2010-2015 amongst all stakeholders and development partners. • Promote the African Peer Review Mechanism (APRM). Enhanced advocacy of Millennium Development Goals (MDGs). • Enhance support for Africa's development goals. Enhanced contribution to the operationalisation of the SADC Regional Early Warning Centre (REWC). • Contribute to ICT, funds and personnel. Ensured contribution to the operationalisation of the SADC Standby Force as determined in agreements. • Maintain the readiness of the pledged defence, police and civilian component of the SADC Standby Force as determined in agreements. Promoted national priorities and the African Agenda through strengthened and expanded bilateral and multilateral cooperation with individual countries in Africa and the rest of the world. • Pursue African advancement through the strengthening of bilateral relations with African countries. • Continue active engagements with Africa and organisations of the South to advance the African Agenda. • Facilitate and monitor the implementation of IBSA decisions, agreements and action plans. • Utilise and expand partnerships with countries of the North and South to advance national priorities and positions. Full compliance with the obligations placed on South Africa as a member of the UN in terms of our assessed contribution in peace missions. • Timeous authorisation and payment of assessed contribution to UN peacekeeping. Strengthened internal coordination of South Africa's contribution to peace missions. • Strengthen the implement the White Paper on Peace Missions especially with respect to the strengthening of coordination.

Output 1: Enhanced African Agenda and Sustainable Development	

	Deployed DOD/SANDF as directed by Government and as per international legal instruments.
	• Force levels and equipment deployed and equipment serviceability as directed by Government and as per international legal instruments.
	• Financial expenditure in accordance with the mission cash flow plan.
	• Financial income from reimbursement in accordance with the Mission Reimbursement Income Cash Flow Plan.
	
	Deployed SAPS members as per Cabinet decision.
	• Readiness and availability of SAPS members for deployment according to Cabinet decision (individuals and not formed units).
	
	Participated in regional & continental post conflict reconstruction and development (PCRD) initiatives.
	• Provide support to post-conflict reconstruction and development initiatives in identified post-conflict situations on the African continent.
	
	Established and operationalised South African Development Partnership Agency (SADPA).
	• Establish and operationalise the South African Development Partnership Agency (SADPA).
	
	Measure of inbound South African technical and development cooperation.
	• Measurement of inbound ODA and technical assistance.
	    o Grants (via RDP Fund).
	    o Technical assistance.
	    o Concessionary loans.
	• Alignment of incoming ODA and technical assistance with the following:
	    o Government policies and priorities.
	    o National and provincial budget review processes and priorities.

Responsible Department/s	**DIRCO**: DOD, SAPS, DCS, NICOC, SSA, NT, DTI, DPSA,SARS,DHA & DST.

Output 2 : Enhanced Regional Integration	
Sub-output and Sub-output Indicators	**Regional Economic Integration :** • The consolidated SADC Free Trade Agreement (FTA) must promote trade facilitation and remove non-tariff barriers. • Expanded regional markets through the trilateral free trade agreement (T-FTA) of the SADC/EAC/COMESA. • Developed infrastructure projects through spatial development initiatives (SDI's). • Consolidated SACU. **Regional Political Integration :** • Enhanced functioning of SADC and SADC Organ through the implementation of RISDP and SIPO.
Synopsis of Key Actions per Sub-output Indicator	• The consolidated Free Trade Agreement (FTA) of the SADC is critical in promoting intra-regional trade and will promote trade facilitation and removal of non-tariff barriers. • Consolidation of SADC FTA must promote trade facilitation and remove NTBs. Expanded regional markets through the trilateral free trade agreement (T-FTA) of the SADC/EAC/COMESA. • Expansion of regional markets through SADC/EAC/COMESA T-FTA . Developed infrastructure projects through spatial development initiatives (SDIs). • Develop infrastructure projects through spatial development initiatives (SDIs). Consolidated SACU. • Review SACU revenue sharing formula through the SACU structures and processes and agree on development objectives. • Promote a unified engagement in trade negotiation in SACU. • Develop industrial policy complementarities in SACU. • Promote trade facilitation initiatives • Establish SACU institutions within an agreed policy framework Enhanced functioning of the SADC and SADC Organ through the implementation of RISDP and SIPO. • Participate in the review process of the RISDP. • Facilitate and prepare for high-level participation in statutory meetings and mechanisms of the SADC. • Advance the operationalisation of the SADC Tribunal.
Responsible Department/s	**DTI:** DIRCO, NT, NDT, SARS & DoJ&CD.

Output 3: Reformed Global Governance Institutions	
Sub-output and Sub-output Indicators	**Strengthened Regional, Continental & Global Governance Institutions and International Platforms** • Influenced debates and decision-making processes through increased levels of coordination with, amongst others, developing countries in areas of common interest, including the reform of international institutions. • South African advocacy for the reform of global governance institutions reflective of our national strategy and developmental agenda. **Enhanced Representation of South Africans in International Institutions** • Deployed/seconded South Africans into strategic positions in regional, continental and global governance institutions according to a strategy to be developed and determined modalities.
Synopsis of Key Actions per Sub Output Indicator	Influence debates and decision-making processes through increased levels of coordination with, amongst others, developing countries in areas of common interest, including the reform of international institutions. South African advocacy for the reform of global governance institutions reflective of our national strategy and developmental agenda. • Work with other countries in forging a collective vision for the transformation of global governance. • Promote the increased alignment between the developmental agenda of Africa and the South with that of global organisations to address underdevelopment, poverty and growth. •
Responsible Department/s	**DIRCO** : DOD, NICOC, SSA, DTI, DST, DPSA, Environmental Affairs, NT, NDT, GCIS etc.

Output 4: Enhanced Trade and Investment	
Sub-output and Sub-output Indicators	**Increased value-added exports to targeted economies** • Annualised increase in South African exports of higher-value products to targeted markets. **Increased inward investment from targeted countries** • Annualised increase in Foreign Direct Investment (FDI) flows to South Africa. • Tourism marketing strategy implemented.
Synopsis of Key Actions per Sub-output Indicator	Annualised increase in South African exports of higher-value products to targeted markets. • Increase South African exports of higher-value products to targeted markets. Annualised increase in Foreign Direct Investment (FDI) flows to South Africa. • Increase in FDI flows to South Africa. Tourism marketing strategy implemented. • Increase in foreign tourist arrivals to South Africa. • Increase in average spending by foreign tourists.
Responsible Department/s	**DTI:** NT, DIRCO, GCIS, NDT, SARS, DST, GCIS, DHA,Stats SA and DOD (Defence Industry)