

Annual Performance Plan **2020 – 2021**
(Revised)
Department of International Relations and Cooperation (DIRCO)



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Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA



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RUSSIAN FEDERATION

SECRETARY-GENERAL

PRESIDENT

SOUTH AFRICA





EXECUTIVE AUTHORITY STATEMENT



Dr GNM Pandor
Minister of International Relations and Cooperation

It gives me great pleasure to present the Annual Performance Plan (APP) of the Department of International Relations and Cooperation (DIRCO) for the year 2020/21. Building on many years of hard work, the plan incorporates new goals and continues with implementation of some programmes from the 2015 – 2020 Strategic Plan.

This APP sets out our plans for implementation of the mandate in the 2019 – 2024 Medium Term Strategic Framework (MTSF). In addition to the MTSF, DIRCO's work is guided by the vision set out in the National Development Plan: Vision 2030, the African Union (AU) Agenda 2063 and the United Nations' (UN) 2030 Agenda for Sustainable Development Goals. As a department, our work is also shaped by the national priorities set out annually in the State of the Nation Address, which provides strategic focus for DIRCO's work in the financial year. DIRCO's Strategic Plan for 2020 – 2025, provides a detailed outline of our international work.

The work and plans of DIRCO are being developed in a global environment that is increasingly complex, fluid and unrelenting in its demand for more energies, focus and acuity of vision as we wrestle with key continental and global challenges of the day. DIRCO's mandate is broadly informed by and draws comprehensively from the above-mentioned key strategic documents as the basis for its international work, and also responds to global changes and challenges.

This year, our work will also be influenced by the tasks emanating from our continued membership of the UN Security Council (SC) where we serve as one of three African non-permanent members. This is the second and last year of our membership and we are keenly linking our work in the UNSC to the privilege we have assumed in 2020 as Chair of the AU.

We plan to continue pursuing the reform agenda of the UNSC, as well as promoting the agenda of peace, security and gender equality. From the perspective of the Global South, these are responsibilities for our country at a time when there are mounting intractable issues that confront the world's poorer regions: the conflict in Libya and the link to increased conflict and terrorism in North and West Africa.

The retreat into unilateralism in some parts of the globe is also one of the immediate threats facing the Global South. Our plan must grapple with all these. Our role in the UNSC is dedicated to the worthy legacy of South Africa's first democratic President, Nelson Mandela, and our membership is themed: *"Continuing the Legacy; Working for Peace"*. This theme evokes the priority we have adopted as a country to use this current term to advance the objective of a better South Africa, a better Africa and a better World. At the centre of this approach is the quest for peace, which we pursue through the principle of inclusive dialogue.

South Africa has identified five key objectives for our term as Chair of the AU:

- peace and security
- the financial inclusion of women in the context of genuine empowerment
- promoting accountability and transparency in governance through the African Peer Review Mechanism
- advancing the continent's climate change agenda
- sustainable development and supporting effective implementation of the Continental Free Trade Area Agreement.

South Africa's term of office as the AU Chair coincides with the inaugural year of the African Continental Free Trade Area (AfCFTA). A flagship project of the AU's Agenda 2063, the AfCFTA will boost intra-Africa trade, enhance Africa's industrialisation prospects and facilitate Africa's integration into the global economy on terms which are more equal and fair, in the course of time. Comprising a single market of 54 nations of about 1.2 billion people with a combined gross domestic product of over US\$3 trillion, the AfCFTA represents a decisive break with Africa's previous fragmented approach to trade within itself and projects onto the world stage Africa's determination to lift itself into economic prosperity.

South Africa's own Wamkele Mene has been appointed the new Secretary-General of the AfCFTA, and will be stationed in Accra, Ghana. As the current Chair of the AU, our country will be working hard to support the office to realise and ensure a successful beginning for this continental initiative. In May this year, our country will host the 13th Extraordinary AU Summit on the AfCFTA, aimed at giving traction to the AfCFTA before its implementation date of 1 July 2020.



Candith Mashego-Dlamini
Deputy Minister of International Relations
and Cooperation



Alvin Botes
Deputy Minister of International Relations
and Cooperation

South Africa will also host the Extraordinary Summit on “*Silencing of the Guns in Africa by 2020*”, following the Free Trade Area Summit, a campaign of the AU whose objective is the prevention of genocide and achieving silencing of the guns for real and durable peace for the whole continent. The summit will review progress and agree on further action to achieve peace in Africa.

Our situational analysis continues to shape our initiatives, policy trajectory and adaptability in the geopolitical flux, which requires critical understanding of global dynamics. To this end, we will enhance our footprint on the multilateral front, including the UN and the AU, while building on bilateral relations with the view to enhancing our and Africa’s visibility and impact on the global stage.

In carrying out its mandate, DIRCO will continue to be guided by the abiding principles of Pan-Africanism, progressive internationalism and the distinctive South African Diplomacy of Ubuntu, which moves from the lofty human ideal that states that: “I am because you are, therefore we are”.

SIGNATURE:	<i>G. N. M. Pandor</i>
EXECUTIVE AUTHORITY:	DR GRACE NALEDI MANDISA PANDOR MINISTER OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION



SILENCING THE GUNS:

Creating Conducive Conditions for Africa’s Development







Kgabo Mahoai

Director-General: Department of International Relations and Cooperation



ACCOUNTING OFFICER STATEMENT

1. The Department of International Relations and Cooperation's (DIRCO) overview and vision

South Africa's foreign policy is guided by the Constitution and its founding principles. Foreign policy is an important tool that contributes to the realisation of the National Development Plan (NDP): Vision 2030 through the Medium Term Strategic Framework MTSF. On the basis of our identity as an African country, South Africa's foreign policy is driven by a clear and critical understanding of our national, regional and continental priorities in a multipolar world where the geo-strategic politics of the continent are becoming increasingly central to global political economic competition for natural resources and market share. DIRCO, being the lead department in pursuit of South Africa's foreign policy objectives, needs to manage and coordinate the other domestic role-players contributing to the achievement of South Africa's foreign policy objectives.

South Africa's foreign policy achievements since the dawn of democracy have enhanced its stature as a member of the international community, boosting its political influence and increasing its economic standing to the point of being regarded as a globally significant emerging economy. Cognisant of the intrinsic link between South Africa's national interest and Africa's stability, unity and prosperity, the country has placed the advancement of the African Agenda at the centre of its foreign policy trajectory and has had considerable success in promoting the interests of Africa in different fora. Tangible progress and a contribution to improving the lives of all South Africans have been delivered in terms of security, development, tourism, trade and investment. South Africa's foreign policy successes towards the country's major foreign policy objectives are narrated against the prism of the overall vision set for DIRCO in the NDP:

"In 2030, South Africa, informed by its national interests, is a globally competitive economy, and an influential and leading member of the international community. South Africa promotes and contributes to democracy, the rule of law, human rights, and peace and security, within a safe, peaceful and prosperous Southern African Region and Africa, as well as a fair and just world."

2. Overall focus and key accomplishments in 2019/20

South Africa was elected to serve for a third term as a non-permanent member of the United Nations Security Council (UNSC) and is using this term to continue with its convictions to reform the UNSC. South Africa has been using its tenure on the Security Council to promote the maintenance of international peace and security by advocating for the peaceful settlement of disputes and inclusive dialogue.

In this regard, South Africa has endeavoured to play a leading role on African issues discussed by the Security Council, as well as actively engaging on issues outside the continent, including playing a bridge-builder role.

Another key success relates to disarmament whereby, on 20 September 2017, South Africa appended its signature to the Treaty on the Prohibition of Nuclear Weapons and ratified the Treaty. The Treaty is the culmination of the humanitarian initiative on nuclear weapons launched in 2010 as a strategic intervention in response to the lack of progress on nuclear disarmament and the protracted impasse in multilateral nuclear disarmament negotiations. Given that this is the first international instrument to comprehensively prohibit nuclear weapons, the Treaty is regarded as one of the most significant developments in the area of nuclear disarmament

Human rights and humanitarian affairs

South Africa, as a good global citizen, has prioritised compliance and commitment to its international human rights and humanitarian obligations. In this regard, South Africa has ratified most of the instruments – the country has signed and ratified 15 out of the total 18 human rights and humanitarian instruments. As part of its commitment to international human rights and humanitarian law, South Africa has also successfully campaigned for the election of its own experts - *currently three experts are serving* - into the UN and human rights bodies.

South Africa concluded its second term on the Human Rights Council. Participation allows South Africa to put forward its progressive positions on human rights issues, guided by the South African Constitution.

Economic and Social Development

In the area of climate change, through participating in the United Nations Framework Convention on Climate Change (UNFCCC) international negotiations on climate change, South Africa played a key role in negotiating the Paris Agreement, and at the 2018 UNFCCC meeting at Katowice, Poland, adopted the Paris Agreement Work Programme, which sets out the rules, procedures and modalities for operationalising the Paris Agreement. As Co-Chair of the Development Working Group (DWG) of the G20, South Africa continues to prioritise Illicit Financial Flows (IFFs) as developmental issues in terms of domestic resource mobilisation. The commitment to address IFFs that have a detrimental effect on domestic resources mobilisation was reaffirmed by G20 Leaders' at the Buenos Aires Summit in 2018.

International law

International law, through international agreements, bilateral and multilateral, played a strategic role in the advancement of the country's national priorities and foreign policy objectives as articulated in the NDP: Vision 2030 and African Union (AU) Agenda 2063. South Africa has an obligation under the Constitution to comply with its international obligations in terms of international agreements and customary international law. Respect for the rule of law in foreign policy is critical to advance foreign policy objectives of peace, equality and human rights, especially as non-permanent member of the UNSC. The Office of the Chief State Law Adviser (OCSLA) International Law (IL) continued to support government to achieve these objectives by acting as the primary counsel on international law matters for the Government as a whole. It also managed and acted as official custodian and depositary of the Official South African Treaty Collection and National Country Reports and provided legal research services.

South Africa, as a strong proponent of decolonisation and the realisation of the right to self-determination, supported its fellow AU member Mauritius in its case before the International Court of Justice concerning the Advisory Opinion on the Legal Consequences of the Separation of the Chagos Archipelago from Mauritius in 1965. OCSLA (IL) strongly argued in favour of the right to self-determination and decolonisation and condemned the ongoing human rights abuses through the forcible removal of persons. Judgment in favour of Mauritius was handed down on 25 February 2019.

The Government of the Republic of South Africa, in collaboration with the International Institute for the Unification of Private Law (UNIDROIT), hosted a Diplomatic Conference that adopted the Protocol to the Convention on International Interests in Mobile Equipment on Matters specific to Mining, Agricultural and Construction Equipment (MAC Protocol) in November 2019. The MAC Protocol is an international treaty that facilitates the financing of MAC equipment, and the Conference concluded its work with the signing of the Final Acts on 22 November 2019.

The Conference decided to name the Protocol after Pretoria and it will consequently also be known as the Pretoria Protocol. By hosting the Diplomatic Conference, South Africa built on the legacy of the hosting of the Diplomatic Conference that adopted the UNIDROIT Convention on International Interests in Mobile Equipment (Cape Town Convention) in 2001 in Cape Town and provided an accessible platform for the participation of African states in the negotiation of the MAC Protocol.

Continental agenda

South Africa has consistently sought to strengthen Africa's regional and continental architecture, notably the Southern African Development Community (SADC) and the AU as vehicles for the regeneration of Africa and to build a continent that is free of conflict and poverty.

In this regard, South Africa has been at the forefront of efforts to strengthen and capacitate both the SADC and the AU to more effectively address the challenges and opportunities confronting Africa in an evolving and shifting global geopolitical landscape.

South Africa participated in the AU Specialised Technical Committees (STCs), with various ministers serving in the bureaus of some STCs. Furthermore, the country submitted the periodic country reports to the African Commission on Human and Peoples' Rights, as well as the African Committee of Experts on the Rights and Welfare of the Child.

These were in fulfilment of the reporting obligations to these organs.

Regional integration

Regional economic integration has progressed considerably. The implementation of the SADC Community Free Trade Agreement has largely been completed. Work towards liberalising trade in some services sectors is progressing well, with liberalisation schedules in four sectors having been agreed on. With regard to industrial development, economic integration has taken centre stage at the production level through cross-border value chains. This signals that due attention is being placed on the implementation of the action plan of the SADC Industrialisation Strategy.

The development integration approach also underpins the Common Market for Eastern and Southern Africa (COMESA)-East African Community (EAC)-SADC Tripartite Initiative. The Tripartite Free Trade Agreement (TFTA) was launched in 2015, and tariff schedules are currently being negotiated.

Strong, mutually beneficial South-South cooperation

South Africa's South-South cooperation commitment has been pursued in three key ways: participation in the formulation of developing country positions in key international fora; engaging in Global South fora with the objective of promoting the African Agenda and the interests of the South; and, the strengthening of bilateral relations with countries of the South in support of national priorities and the African Agenda. These layers of the South-South Agenda coalesce around the promotion of global reforms, multilateral solidarity, market access, trade and investment. The formation of coalitions of the South, independent of North-dominated trade, climate and financial architecture institutions remains a major focus of South Africa. South-South cooperation is pursued through participation in the following fora:

Brazil, Russia, India, China and South Africa (BRICS) group of countries

The objective of South Africa's engagement is to shape the future direction of BRICS, to strengthen intra-BRICS relations and mutually beneficial cooperation across the four pillars of cooperation, as well as to ensure the ongoing implementation of South Africa's 10th Summit deliverables. The NDP recommends that South Africa's global foreign policy positioning should commence with establishing greater leverage in its multiple international affiliations, especially in BRICS and the Global South.

South Africa has made concerted efforts to place the African continent and the Global South on the agenda of BRICS and to harmonise policies adopted in regional and international fora with those pursued in BRICS, i.e. Africa's Agenda 2063 and the 2030 Agenda for Sustainable Development.

The exponential institutional development of BRICS has yielded institutions, including the New Development Bank (NDB), and its' Africa Regional Centre (ARC) and the Contingent Reserve Arrangement (CRA), among others, all of which are intended to make tangible and impactful contributions toward the development objectives of South Africa and BRICS.

Indian Ocean Rim Association (IORA)

South Africa handed over the Chairship to the United Arab Emirates (UAE) for a period of two years and Bangladesh assumed the Vice-Chairship vacated by the UAE for the same period of 2019 – 2021. South Africa, as the outgoing Chair presented the UAE, as incoming Chair, with a “Handing-over Report” with the objective to serve as a guideline in fostering continuity and ensuring conclusion on outstanding matters. This was the first time that a Handing-over Report was presented by the outgoing IORA Chair. During South Africa's Chairship, the following progress could be reported:

- the implementation of the IORA Action Plan (2017 – 2021)
- the amendment of the IORA Charter and its Rules of Procedures
- the streamlining of the IORA Special Fund processes
- the strengthening of the IORA Secretariat, an increase in member states and dialogue partners and an enhancement of the engagement with the dialogue partners, as well the establishment of new working groups and core groups for the effective implementation of the IORA Action Plan (2017 – 2021)
- the implementation of the Nelson Mandela “Be the Legacy” Internship Programme at the IORA Secretariat.

South Africa will remain part of the IORA Troika for the next two years, which will consist of the UAE (Chair), Bangladesh (Vice-Chair) and South Africa (Past-Chair). This will also provide South Africa with an opportunity to continue influencing the strategic direction of IORA.

India, Brazil, South Africa (IBSA) Forum

The IBSA Dialogue Forum brings together three large pluralistic, multicultural and democratic societies that share common principles, norms and values that include participatory democracy, respect for human rights, and the rule of law, justice and equality. The three emerging market economies bring together three important continents of the world, namely Africa, Asia and South America. In this regard, the Dialogue serves to advance the developmental agenda of the Global South as well as South-South solidarity and cooperation.

The IBSA Fund for the Alleviation of Poverty and Hunger has been positively received by partner-countries whose projects it has supported. Through various projects undertaken in 21 partner countries, all 17 UN Sustainable Development Goals (SDGs) have been supported. Since its inception in 2006, the IBSA Fund has disbursed US\$36 million in financial contributions with the aim of facilitating the implementation of 27 projects. The IBSA member states have translated words into deeds by advancing SDG 17: Partnership for the Goals. Commitments are expected of official development assistance (ODA) countries to contribute a percentage of their GDPs to support the implementation of these goals. However IBSA's financial contribution to SDG 17 falls outside the scope of ODA as countries engaged in South-South cooperation, as development partners, which sets it apart from the traditional aid paradigm of donors and recipients.

The IBSA Fund has been providing a unique opportunity for strengthening trilateral cooperation with developing countries through a steady flow of resources and continues to play an important role in sharing their respective developmental experiences.

African, Caribbean and Pacific (ACP) Group of States

The ACP Group of States provides a platform for South Africa to engage the Pacific and the Caribbean States in collaboration with the African member states of the ACP with the objective of promoting the African Agenda and advancing South-South solidarity. Following the Ninth ACP Summit, a revised Georgetown Agreement (constitutive instrument of the ACP) was adopted that converted the ACP Group to an Organisation of States (OACPS) with an

objective of developing common positions on global challenges. Concurrently, the ACP is renegotiating its relationship with the European Union (EU) by revising the Cotonou Partnership Agreement (CPA), which expires at the end of February 2020. The CPA has been provisionally extended while the negotiations are ongoing. The revised CPA will be structured on the basis of an umbrella agreement and three regional specific protocols, being Africa, Caribbean and the Pacific.

Beneficial relations with strategic formations of the North

European Union

South Africa is the only African country, and one of 10 globally, which has a Strategic Partnership with the EU. The Seventh South Africa-EU Summit revitalised the Strategic Partnership between South Africa and the EU, thereby contributing to strengthening and enhancing the partnership based on shared values and interests, including effective multilateralism, the promotion of peace and security, human rights, democracy, the rule of law, free and fair trade, and sustainable development across both regions. The EU, as a bloc, is South Africa's largest trading partner and largest foreign investor. Over 2 000 EU companies operate in South Africa, creating more than 500 000 direct and indirect jobs. The EU also contributes €100 million (R1.3 billion) to infrastructure development for domestic, as well as regional programmes, through the Infrastructure Investment Programme for South Africa (IIPSA).

Bilateral relations

Political engagements and deliverables

The conduct of diplomacy between two states remains the pre-eminent basis for advancing national priorities, as well as for effective engagement in multilateral fora. Structured bilateral mechanisms regularise and govern bilateral engagements and are some of the most important and valuable foreign policy instruments to coordinate South Africa's positions and activities towards a particular country. Structured bilateral mechanisms refer to numerous regularised and formalised meetings that South Africa has with other countries. These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/ or other high-level decisions.

It is an important platform for the entire spectrum of government-to-government relations and draws on the expertise of various departments depending on the area of cooperation being pursued. South Africa currently has 139 signed structured bilateral mechanisms.

Economic engagements and deliverables

Most structured bilateral mechanisms and high-level visits contain an economic component through which South Africa's economic interests are pursued. Additionally, South Africa's global networks of missions constitute an important resource in the pursuit of economic objectives and the promotion of trade and investment in their respective countries of accreditation.

Public Diplomacy

In order to enhance South Africa's presence and promote the country's image in the international arena, the Branch: Public Diplomacy (PD) in DIRCO will strengthen its strategy on communicating South Africa's foreign policy and ensure the timely delivery of key messages to missions on global developments. PD continues to value South Africa's diplomatic missions as critical components of our foreign policy implementation and acknowledges that it plays a pivotal role in branding and marketing the country.

DIRCO will also utilise and expand its PD platforms with a specific focus on taking "foreign policy to the people" through its public participation programmes (PPPs). This will be done through various avenues, including public lectures, symposia, outreach programmes and engagement with government departments and other stakeholders. The department will strengthen working relationships with like-minded institutions such as Brand SA, South African Tourism, etc. to continue to chart a uniquely South African image that aims to bring much-needed investment and tourism opportunities to our shores.

The current digital revolution and technological advances remain a key interest, and the PD Strategy aims to invest in new technologies to broaden its current reach. Against this background, the department continues with its objective to respond to the NDP, which states that: "It is important to develop a more sophisticated Public Diplomacy Strategy that encompasses more than a communications function".

State Protocol and Consular Services

The department continues to deliver a world class-protocol service to the President, Deputy President, Minister and Deputy Ministers of International Relations and Cooperation as well as provide an advisory service to all spheres of government on all matters related to protocol. This includes the facilitation of the arrivals and departures of dignitaries travelling in and out of the country.

South Africa remains one of the countries with the highest concentration of diplomats in the world. Regularising over 10 000 diplomats, including their dependents, is a hugely bureaucratic function but is being dealt with in a highly proficient manner by a skilled and versatile team.

Another key area of implementation by the department is the ongoing assistance provided to South Africans in distress abroad. The department has developed the Consular Awareness Project that informs South African citizens travelling abroad, and who find themselves in distress, of consular assistance available to assist them. The project was rolled out on 3 July 2018 called: "Travel Smart with DIRCO". It also provided support to the Independent Electoral Commission of South Africa) for the 2019 national and provincial elections.

The department continues to provide daily Legalisation Services to members of the public (preparing and issuing of certificates of authentication as well as Apostil certificates for South African public documents needed for use abroad by members of the public).

OCSLA (IL) continued to support the effective administration of the department, specifically through the provision of legal advice, legal services and assistance relating to all aspects of a legislative, operational and departmental nature at Headquarters and to missions operating in foreign jurisdiction and by managing the litigation cases against and by the department in South Africa and abroad. Litigation in South Africa and abroad against the department has escalated dramatically and consequently also the legal fees that are required to defend or settle these cases.

Diplomatic Academy

Through its Diplomatic Academy and International School, the department has developed a cadre of Foreign Service officers with the requisite knowledge and skills to advance South Africa's foreign policy. The Academy delivered all its training programmes in line with the International Organisation for Standardisation (ISO), both the Continuous Professional Development Programmes and three residential programmes, namely: Diplomatic Training; Mission Administration Course and Foreign Affairs Attaché Course. The latter are also accredited to the Public Service, Education and Training Authority (PSETA). A Foreign Service Training and Development Strategy was developed and approved, and serves as the basis for all programmes offered by the Diplomatic Academy.

The process towards the positioning of the Academy as a centre of excellence in the African continent is evidenced by the:

- numerous capacity-building training programmes offered to African countries
- international partnerships established
- establishment of the Forum for African Diplomatic Academies, Research Institutions and Universities.

The Academy has also developed an economic diplomacy training approach, which anchors on the intensification of training in the field of economic diplomacy, to better equip our diplomats with the requisite skills to identify economic opportunities for South Africa. To this end, an economic diplomacy forum was established with the view to promote synergy and an integrated approach in the broader South African Government, to promote export-led growth and foreign direct investment.

In recognition of the need to contribute towards strengthening South Africa's mediation prowess, the department established the Mediation Support Unit aimed building the capacity of mediators within South Africa and on the continent. In this regard, a civilian database of mediators has been developed and maintained. The unit also provided support to the appointed mediators.

3. DIRCO's strategic focus for 2020/21

1. Building a better South Africa

DIRCO has a dynamic role to play in the improvement of the lives of South Africans by utilising its bilateral relations and global footprint in identifying strategic opportunities for skills and knowledge development, targeted investments, and growing markets for South Africa's products and services, in an integrated and inclusive manner (domestic imperatives linked to international relations work). The focus of these activities will contribute to the interventions and targets as outlined in the MTSF, in Priority Seven and the sectors identified in Priority One – Six. With specific focus on the increased and improved access of South African products and services to foreign markets, this will contribute to the aim of increasing manufacturing and thereby contributing to an export-orientated economy.

2. Building a better Africa

In support of the centrality of Africa as the centrepiece of South Africa's foreign policy, we will continue to capitalise on our role in supporting multilateralism to resolve global disputes and assist our continent in laying the foundations for a shared future. South Africa will utilise the 2020 AU Chairship to deliver on the continental agenda, contribute to the implementation of the AU's Agenda 2063 – "The Africa We Want" and ensure that DIRCO closely monitors South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects. As AU Chair, South Africa must lead continental efforts aimed at resolving conflicts in South Sudan, Libya, Somalia, the Sahel region and the remaining conflict in parts of the Eastern Democratic Republic of Congo. In addition to the South Africa Chairship of the AU in 2020, it will also chair the African Peer Review Mechanism (APRM) and African Heads of State and Government on Climate Change (CAHOSC) in 2020 and, as such, all of these platforms should be used to advance economic development, peace and security as well as the agenda of good governance and climate change on the continent. South Africa must use its AU Chairship and Troika membership to advance the economic integration of the continent through the African Continental Free Trade Area (ACFTA).

DIRCO aims to enhance bilateral political and economic relations with countries in SADC as well as countries elsewhere on the continent. DIRCO must play a key role in rationalising regional economic communities towards a CFTA, revitalising the New Partnership for Africa's Development (NEPAD) on infrastructure development, and promoting good governance systems through the APRM. Equally, DIRCO will closely monitor South Africa's progress on the implementation of the Regional Indicative Strategic Development Plan (RISDP) projects.

3. Building a better world

UNSC reform: DIRCO will continue to prioritise and participate actively in advancement of the reform of the Security Council in the context of the ongoing intergovernmental negotiations (IGN) in the UN General Assembly. South Africa will continue using its tenure on the Security Council to promote the maintenance of international peace and security by advocating for the peaceful settlement of disputes and inclusive dialogue.

Interdepartmental coordination mechanisms: DIRCO strives to develop innovative ways of strengthening coordination mechanisms on issues of global governance with other government departments, including the weekly coordination meetings under the auspices of the mechanism on South Africa's membership of the UNSC.

Confirm South Africa's influence: In order to confirm South Africa's influence, DIRCO, through its work in various forums, must continue to position South Africa as an essential interlocutor on the international stage as well as a bridge-builder and solution finder for intractable problems that have been confronting the international community. This involves adopting approaches and solutions that are intended at solving issues and not to favour the interests of one or other party.

Countering terrorism and extremism: DIRCO will continue with efforts to combat international terrorism under the auspices of the UN by participating in UN counter-terrorism structures.

Disarmament: South Africa will promote disarmament, non-proliferation and arms control, including the AU's "Silencing the Guns" by 2020, through the 2020 Non-Proliferation Treaty (NPT) Review Conference, the International Atomic Energy Agency (IAEA) Board of Governors and General Conferences, the *Organisation for the Prohibition of Chemical Weapons* (OPCW) Executive Council, the UN Programme of Action on Small Arms and Light Weapons as well as the international export control regimes, such as the Nuclear Suppliers Group and the Missile Technology Control Regime.

Women, Peace and Security Agenda (WPS): DIRCO will continue to promote the WPS Agenda, particularly taking into account the critical and dynamic nexus between gender, development and peace and security. This agenda will be mainstreamed in all aspects of DIRCO's work on peace and security domestically, in the region, the continent and the world.

Women's empowerment, gender equality and mainstreaming: South Africa has been elected to serve in the Commission on the Status of Women (CSW) and the Commission for Social Development (CSocD) for 2019 to 2022. South Africa will therefore be utilising this opportunity to advance gender equality and women empowerment in South Africa, Africa and the developing world.

Sustainable Development Agenda: South Africa will continue to champion efforts to ensure that sustainable development remains a global priority to secure full implementation of the UN's 2030 Agenda, the AU's Agenda 2063 and SADC's RISDP. At national level, DIRCO will participate in the new coordination mechanism for the implementation of sustainable development

Climate Change: South Africa will continue to fully support and advance a collective multilateral response to climate change under the auspices of the United Nations Framework Convention on Climate Change (UNFCCC) that is progressive and equitable. South Africa will further advance Africa's positions as Chair of the African Union and the AU's Committee of African Heads of State and Government on Climate Change (CAHOSCC) and African Ministerial Conference on the Environment (AMCEN), towards the success of the UNFCCC's Glasgow Climate Change Conference (COP26/CMP16/CMA3) in November 2020.

South-South cooperation

Through DIRCO's work, South Africa will continue to advance mutually beneficial South-South cooperation through structured bilateral mechanisms and multilateral agreements. In line with this developmental agenda, the department must continue to strengthen and consolidate South-South relations, reflecting the shift in the balance of the global distribution of power and the increasing influence of emerging economies in the multilateral trading system.

The department must also continue to use its membership and engagements with groupings of the South, such as the Non-Aligned Movement (NAM), Forum on China-Africa Cooperation (FOCAC), the Group of 77, and BRICS in order to advance the following:

- support for foreign policy objectives
- advocate for strong, mutually beneficial South-South cooperation
- advocate for focussed regional integration in the fast-growing markets
- strengthen regional cooperation in areas of interest with countries of the South.

Cooperation with the countries of the North

At the heart of cooperation with the countries of the North is the need to bridge the gap between the rich North and the poor South. DIRCO must continue to facilitate and monitor the implementation of existing mechanisms such as the Joint Africa-EU Strategy, which provides a framework for relations between Africa and the EU. Shared prosperity can also be realised through the reform of international finance institutions such as the World Bank, International Monetary Fund and the World Trade Organisation. In supporting the developmental agenda of the developmental state, DIRCO must ensure that skilled diplomats are placed in key strategic and economic institutions to pursue this agenda.

South Africa, through DIRCO, will develop a strategy on our engagements in the G20, which is one of the important forums for global economic policy coordination. Such a strategy will take into account the reality that G20 was conceptualised to stabilise and strengthen the global economy, by bringing together the major advanced and emerging market economies. These economies together represent around 85% of global GDP, 80% of global trade and two-thirds of the world's population. South Africa will continue to participate in the G20 with an aim of advancing a better South Africa and contribute to a better and safer Africa and a better world.

4. Communicating South Africa's foreign policy

PD's main objective is to ensure that domestic and foreign audiences are informed on matters of South Africa's foreign policy. This will be done by strengthening the PD Strategy to ensure that it encompasses more than a communication function, as instructed by the NDP. PD will also ensure the timely delivery of key messages to missions on global developments as it continues to value South Africa's diplomatic missions as critical components in communicating South Africa's foreign policy and acknowledges the pivotal role they play in branding and marketing the country.

The department will also utilise and expand its current communication platforms with a specific focus on taking "foreign policy to the people" through its PPPs, among others. This will be done through various avenues, including public lectures, symposia, outreach programmes and engagement with government departments and other stakeholders. The department will strengthen working relationships with like-minded institutions such as Brand SA, SA Tourism, etc. to continue to chart a uniquely South African image that aims to bring much-needed investment and tourism opportunities to our shores.

The current digital revolution and technological advances remain a key interest, and the PD Strategy aims to invest in new technologies to broaden its current reach.

5. Building a better DIRCO


Human resources is the engine that drives the department and is key to improve operational effectiveness and deliver quality services.

The department will therefore focus to improve organisational culture, nurture and develop talent throughout all levels of the organisation, continuously improve human resource practises.

In its pursuit to ensure the effective utilisation and maximum development of its human resources, the department will implement its career management framework, align it to the Foreign Service Training Strategy to nurture the existing employees and strengthen performance management. In support of the MTSF Priority One of building a capable state and DIRCO's priorities over the next five years, the department will engage in a process of organisational renewal as a tool to improve organisational performance to achieve the following:







- placing human resources and development at the centre of developing a capable and ethical workforce;
- effective HR management to ensure that adequate and sufficient skilled resources are in place and that performance is monitored;
- rebuilding an organisational culture guided by a shared vision and new values;
- reviewed the organisational structure;
- implementing effective financial management through the application of good financial management systems, including management accounting, financial accounting, supply chain management, risk and internal controls in line with the requirements of the PFMA;
- digital enhancement of business capabilities to enable efficient delivery of the Department's mandate in a smart and secure manner;
- consistently delivering high-quality services.





I hereby undertake to ensure appropriate governance, systems and processes to implement the Annual Performance Plan and thereby the excellent execution of South Africa's foreign policy.

SIGNATURE:	
ACCOUNTING OFFICER:	MR KGABO E MAHOAI DIRECTOR-GENERAL OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

It is hereby certified that this Annual Performance Plan:

1. was developed by the management of the Department of International Relations and Cooperation (DIRCO) under the guidance of the Minister
2. takes into account all the relevant policies, legislation and other mandates for which the DIRCO is responsible
3. accurately reflects the impact, outcomes and outputs which the DIRCO will endeavour to achieve over the period: 2020 – 2021.

DEPUTY DIRECTOR-GENERAL	SIGNATURE	DEPUTY DIRECTOR-GENERAL	SIGNATURE
Ambassador NN Ntshinga Deputy Director-General: Africa		Ambassador M Nkosi Deputy Director-General Global Governance and Continental Agenda	
Professor A Sooklal Deputy Director-General Asia and Middle East		Mr TC Monyela Deputy Director-General Public Diplomacy	
Vacant Deputy Director-General Corporate Management		Ambassador NN Losi Chief Of State Protocol State Protocol and Consular Services	
Ambassador MT Joyini Deputy Director-General Diplomatic Training, Research and Development		Ambassador M Dlomo Deputy Director-General Americas & Europe	

NAME	SIGNATURE	NAME	SIGNATURE
C Ramashau ACMA, CGMA Chief Financial Officer: Deputy Director-General Financial and Asset Management		Mr KE Mahoai Accounting Officer Director-General	
Ms MC Lobe Head Official responsible for Planning: Acting Chief Operations Officer		Approved by: Dr GNM Pandor Executive Authority	

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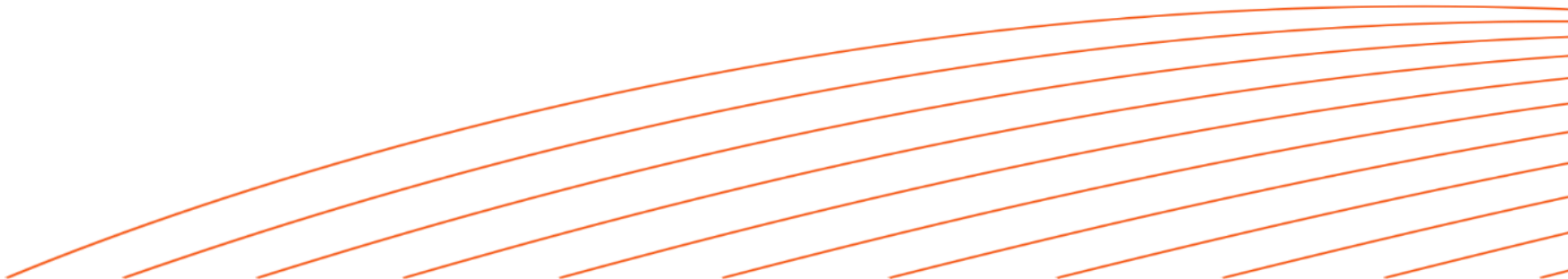
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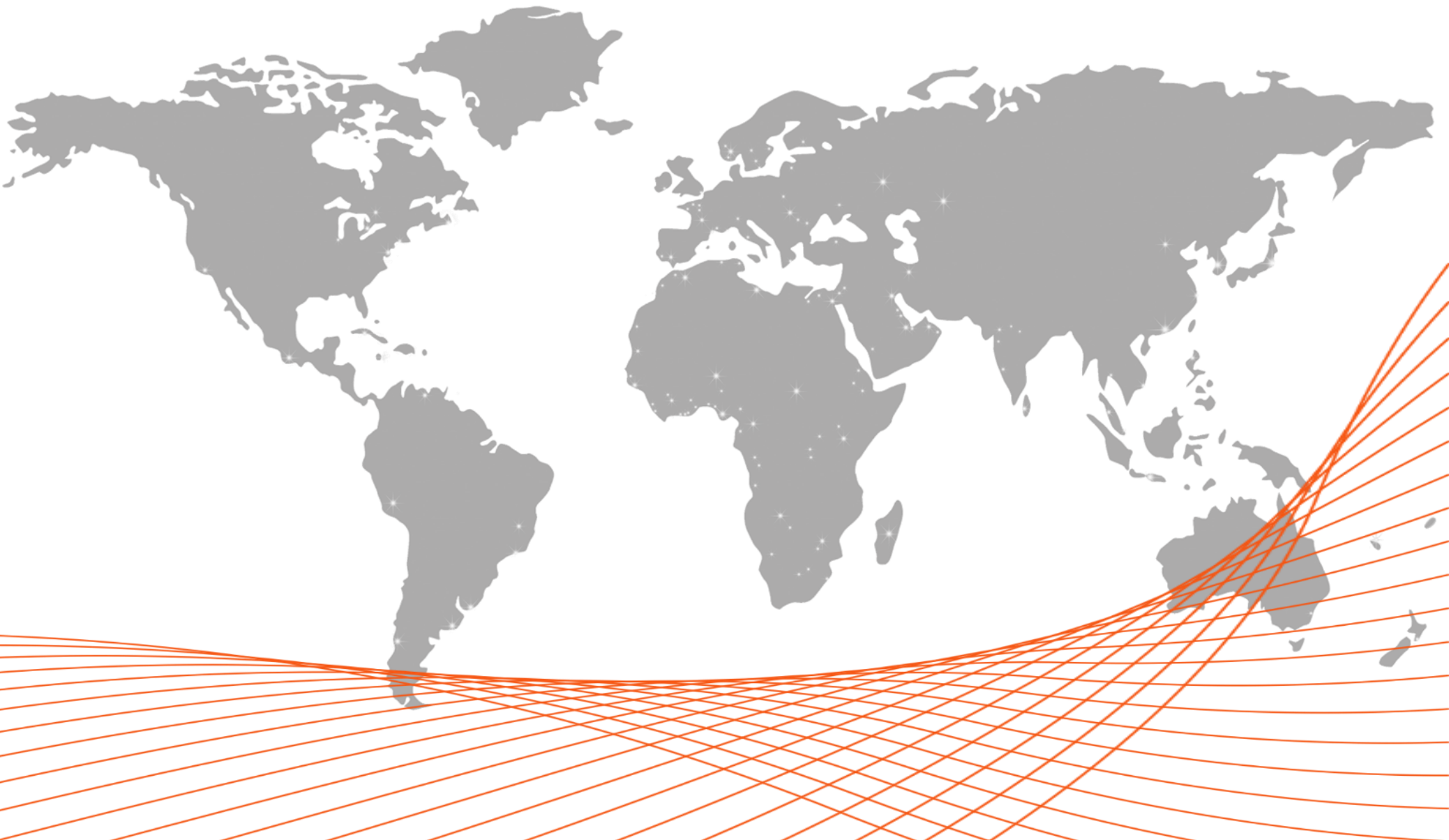
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PART **A**

OUR MANDATE







I. Updates to the relevant Legislative and Policy mandates

1.1 Constitutional mandate

- 1.1.1 The Constitution of the Republic of South Africa, 1996 is the supreme law of the Republic and all law or conduct inconsistent with it is invalid. The President is ultimately responsible for South Africa's foreign policy and it is the President's prerogative to appoint heads of South Africa's diplomatic missions, receive foreign heads of diplomatic missions, conduct inter-state relations and enter into international agreements.
- 1.1.2 The Minister of International Relations and Cooperation (Minister), in accordance with her Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's foreign policy. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. In practice, the Minister consults the Cabinet and individual Cabinet ministers on aspects of importance, as well as on cross-cutting issues that have a bearing on the programmes of other ministries and departments.
- 1.1.3 Oversight and accountability in the formulation and conduct of South Africa's foreign policy are vested in the Parliamentary Portfolio Committee on International Relations and Cooperation.

1.2 Legislative mandates

- 1.2.1 *The Foreign States Immunities Act, 1981 (Act 87 of 1981)*: This Act regulates the extent of the immunity of foreign states from the jurisdiction of the courts of the Republic and provides for matters connected therewith.
- 1.2.2 *The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001)*: The Act provides for the immunities and privileges of diplomatic missions and consular posts and their members, of heads of states, special envoys and certain representatives of the United Nations and its specialised agencies, and other international organisations and of certain other persons. Provision is also made for immunities and privileges pertaining to international conferences and meetings. It enacts into law certain conventions and provides for matters connected therewith.
- 1.2.3 *The African Renaissance and International Cooperation Fund Act, 2001 (Act 51 of 2001)*: The Act establishes an African Renaissance and International Cooperation Fund (ARF) to enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, socio-economic development and integration, humanitarian assistance and human resource development.
- 1.2.4 *International agreements (multilateral and bilateral)*: These include international agreements concluded by the Republic of South Africa in terms of sections 231(2) and 231(3) of the Constitution of the Republic of South Africa, 1996.

1.3 Policy mandates

- 1.3.1 The *Measures & Guidelines for Enhanced Coordination of South Africa's International Engagements* and its annexures, approved by Cabinet in 2009, establish more effective measures and mechanisms to coordinate the conduct of international relations and the implementation of South Africa's foreign policy.

- 1.3.2 The *National Information Security Policy*, approved by Cabinet in 1996, provides the minimum standards for security.
- 1.3.3 *The White Paper on Foreign Policy*, approved by Cabinet in 2011, assesses South Africa's foreign policy against the rising expectations of the critical role of foreign policy to meet domestic priorities.
- 1.3.4 Foreign Service Dispensation (FSD) is implemented in terms of the provisions of Section 3(3) (c) of the Public Service Act, 1994 (Act 103 of 1994), as amended, and is applicable to designated employees who serve in a foreign country at a South African mission abroad and fall within the scope of the Public Service Coordinating Bargaining Council (PSCBC). The FSD consists mainly of two measures, namely remunerative measures (South Africa) and compensatory measures and other foreign-service benefits at the missions.



2. Updates to Institutional Policies and Strategies

The Foreign Service Bill was adopted by the National Assembly submitted to the President for assent. The Regulations will be drafted to guide the implementation of the Foreign Service Act, once assented to.

The department will provide management and guidance for its public entity, ARF to revive the process on the Partnership for Development Bill.



3. Updates to relevant Court Rulings

In the matter of the Supreme Court –

Government of the Republic of South Africa & Others v Von Abo 2011

The Supreme Court of Appeal decided that South African citizens had no right to diplomatic protection, but that citizens had the right to request government to provide diplomatic protection and that government had an obligation to consider such a request. The impact of the decision is that government is required to act rationally and in good faith when receiving requests for diplomatic protection. Government will, however, not be liable for damages resulting from the conduct of a foreign state as it falls outside the control of government.

Mr R Gangat v Minister of DIRCO

The Court held that the Minister had the right to recall/transfer ambassadors/diplomats from their postings in terms of the Public Service Act if it is in the public interest to do so. The decision provides clarity in respect of who has the authority to take decisions on recall.

Law Society of SA v President of the RSA & 2 Others (SADC Tribunal case)

The Court found that the President's participation in the suspension of the Tribunal, as well as his signing of the 2014 Protocol on Tribunal, which removed individual access and human rights jurisdiction, were unconstitutional. The impact of the judgment is that the President is required to act rationally and lawfully in making decisions in respect of the conclusion and withdrawal from international agreements.

DA v Minister of DIRCO (Grace Mugabe case)

The Court held that the granting of diplomatic immunity to family members of sitting presidents was unlawful and invalid both in terms of international and domestic law. The court case provided clarity in this matter.

NEHAWU obo Lebethe v Minister of International Relations and Cooperation

The Labour Court ruled that the payment of Foreign Service allowances was directly linked to the fact that a transferred official was posted to a foreign country and that the allowances were paid to enable him/her to discharge work that had been designated and had to be done. The impact of the decision is that transferred officials are not entitled to the payment of these allowances as part of normal remuneration and would only be entitled thereto when the work designated to be done is being done. This necessitates the official to be stationed in the foreign country and therefore, as a statutory entitlement, the transferred official would only be entitled to the allowances for as long as he/she is stationed in the foreign country. These allowances are compensatory in nature and are not regarded as part of a transferred official's remuneration or monthly salary.

DA v Minister of International Relations and Cooperation (ICC withdrawal)

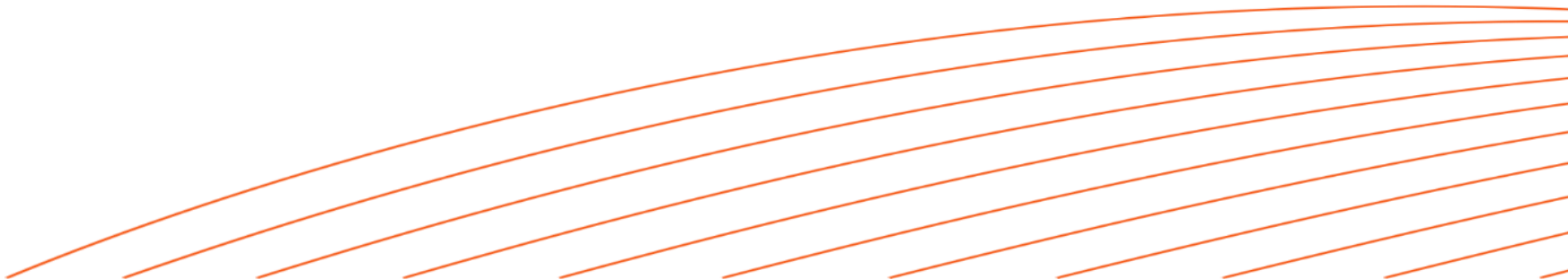
Government's actions were found to have failed to adhere and were inconsistent with South Africa's obligations in terms of the Rome Statute and the Implementation Act, and thus unlawful. The impact of the decision is that government can be held liable for failure to comply with its international obligations in terms of international law.

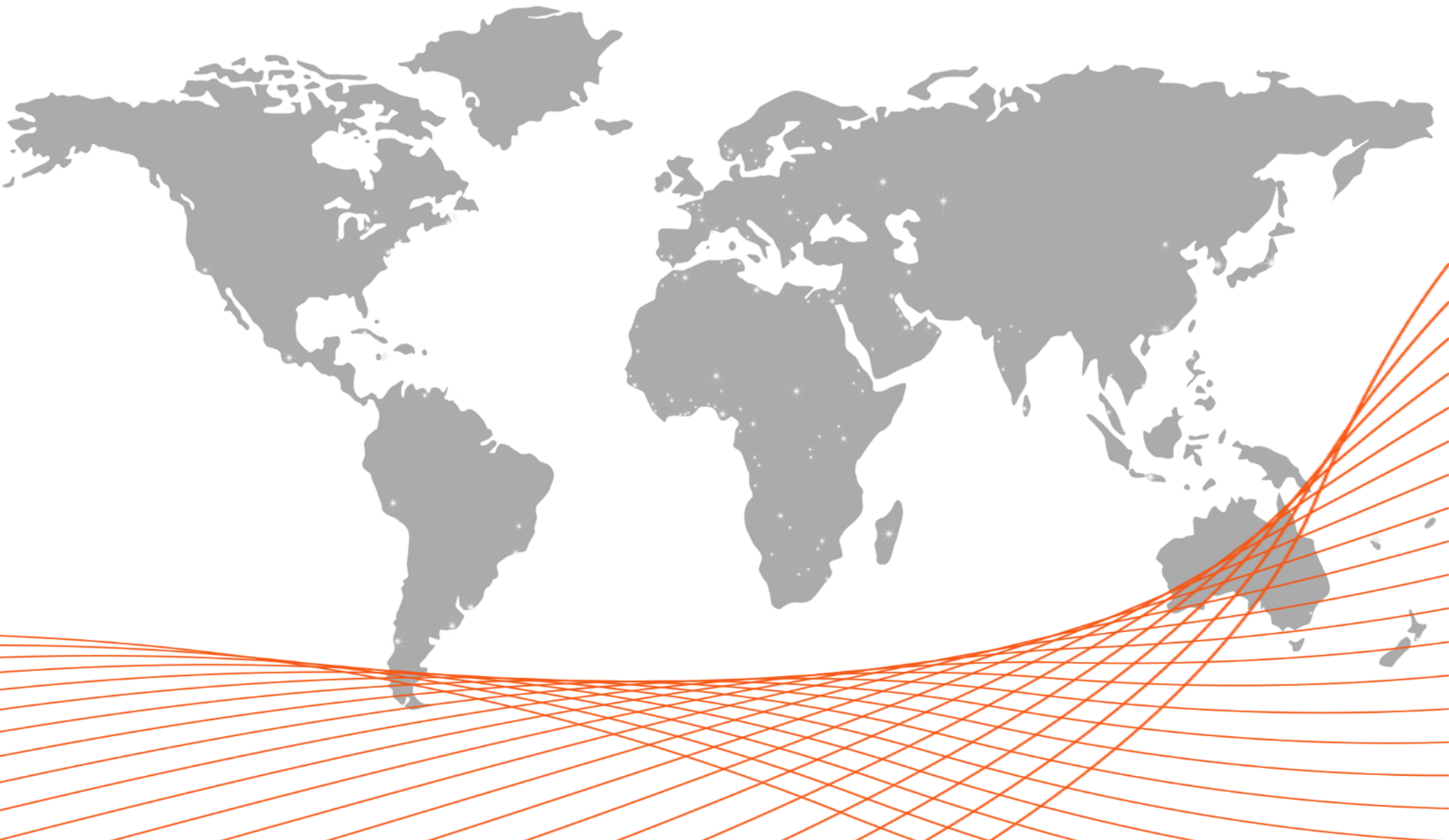




PART **B**

STRATEGIC FOCUS







4. Updated Situational Analysis

4.1 External environment analysis

South Africa's foreign policy vision is to achieve an African continent that is peaceful, democratic, non-racial, non-sexist, united and prosperous, and which contributes to a world that is just and equitable. South Africa pursues this policy vision, guided by the African values of *Ubuntu* and the central goal to eradicate the triple challenge of inequality, poverty and unemployment.

The strategic focus of the Department of International Relations and Cooperation (DIRCO) is guided by the National Development Plan (NDP): Vision 2030, as unpacked in the Medium Term Strategic Framework (MTSF) 2019 – 2024, which is in line with the African Union's (AU) Agenda 2063 and the United Nation's (UN) Sustainable Development Goals 2030 (SDGs) Agenda. The department is further guided by the policy directives of South Africa's political principals, especially the President's State of the Nation Address (SoNA).

The Sixth Administration identified seven priorities, which are contained in the MTSF. During the execution of South Africa's foreign policy, DIRCO will contribute to all seven MTSF priorities, but focus on the seventh priority, "A Better Africa and World". DIRCO will implement its mandate which requires the formulation, promotion and execution of South Africa's foreign policy by means of traditional political diplomacy complemented by, among others, economic diplomacy. This approach will enable DIRCO to increasingly contribute, in a more direct and concrete manner, to inclusive economic growth, improving the capabilities of South Africans, and a capable state.

During 2020/21, DIRCO will continue to contribute to regional and continental integration and the development and diversification of South Africa's internal markets through accessing foreign direct investment (FDI), expanding trade relations and improving tourism to South Africa. In this regard, DIRCO will continue to advance South Africa's economic partnership with its immediate region and the African continent by contributing to the consolidation of trade and economic relations through, among others, the implementation of the African Continental Free Trade Agreement (AfCFTA).

According to statistics provided by the South African Revenue Service and the Department of Trade and Industry, South Africa's total bilateral trade with Africa in 1994 stood at R11.4 billion. By 2018, 24 years later, South Africa's total bilateral trade with the continent stood at over R488 billion, with exports to Africa accounting for R332.65 billion and imports from Africa accounting for R156.09 billion, resulting in a favourable trade balance, with a surplus of R176.55 billion for South Africa. The African continent accounts for 26.67% of South Africa's total global exports, 12.63% of South Africa's total global imports and 19.68% of South Africa's total global trade portfolio. About 80% of South Africa's trade with the continent remains with the Southern African Development Community region.

Economic prospects for 2020

It is expected that global growth will stabilise during 2020 and that gross domestic product (GDP) growth would modestly exceed 3%, provided employment and wage gains remain firm and trade and investment continue to stabilise. However, there appears to be no consensus on the possible economic impact of the coronavirus. It is forecast that emerging market's GDP will grow by about 4.5% (the weakest growth rate since 2009), but that anaemic global trade, subdued commodity prices, high debts, poor productivity and policy limitations could have detrimental effects. The African continental GDP for 2020 is expected to reach 3.6%, but could be negatively influenced due to the current unpredictable global policy environment and lack of sufficient domestic wherewithal to engineer a faster recovery. South Africa's economic growth is under pressure due to ailing state-owned enterprises (SOEs) and public debt, all amid the prospect of further rating agency downgrades. However, anti-corruption reforms are gaining momentum. (Oxford Analytica: Daily Brief Prospects 2020)

Global environment and trends

Having recognised the focus of the NDP, MTSF and South Africa's foreign policy objectives, DIRCO has to contend with an environment that is interlinked with regional, continental and global developments, fluctuations and disruptions.

The emergence of new powers and shifting power dynamics among nations have resulted in a shift away from cold-war and post-cold-war global dynamics. South Africa's foreign policy is implemented within a highly dynamic and challenging global environment, which at times is unpredictable. The current global environment is characterised by a rise of new technologies and increased technological asymmetry; rising terrorism and violent extremism; tensions over the peaceful use of nuclear weapons; threats of the illegal use of force; transnational organised crime; the displacement of populations due to civil conflict; global migration due to poverty and inequality, perpetuated by pandemics and famine brought on by climate change; the rise in populism; tension over control of strategic resources and geopolitical influence; and trade wars.

Economic drivers during 2020 (Stratfor Global Intelligence: 2020 Annual Forecast: A Global Overview)

- President Donald Trump would push to finalise as many trade deals as possible before the November presidential elections.
- Despite a tariff-reducing deal between China and the United States, the trade offensive will continue.
- The competition for technological supremacy between Europe, the United States and China will continue.
- Businesses and governments will be increasingly confronted with climate risk.
- The dismantling of strategic arms control will continue apace.
- OPEC+ production cuts will have little practical effect.

Geopolitical hotspots during 2020 (Stratfor Global Intelligence: 2020 Annual Forecast: A Global Overview)

- Iranian and the USA will most likely avoid direct military conflict.
- Disruptions due to BREXIT will be minimal due to a period of transition until the end of 2020.
- Hong Kong's crisis will persist due to prolonged political impasse and continued standoffs on the street.

Technological developments

The Fourth Industrial Revolution (4IR) is transforming lives. The ongoing unprecedented rapid development of new technology, in particular the fifth generation wireless technology for digital cellular networks (5G), the Internet of Things (IoT), Machine Learning (ML), and Artificial Intelligence (AI), means that South Africa must continuously assess what the positive and negative impact would be for the country to ensure a resilient future. It is readily accepted that the rapid innovation, development and diffusion of new technology can act as a disruptor of traditional power dynamics, through such aspects as the manipulation of personal data and biometric technology. Political and economic systems, *via* social media platforms, can also be subjected to gross manipulation through software – typically Internet bots such as social bots, votebots and clickbots and through “fake news” and increasingly also “deep fakes”. Software (malware) can also be specifically designed to disrupt, damage or gain unauthorised access to a computer system in the private and public sectors and can be used for nefarious purposes such as cyber-attacks and espionage, and the application of lethal autonomous weapons systems, among others. Although the threats posed by new technology seemingly derive from their application, in the long term there is the potential that AI may replace a significant portion of the human labour force. This is a threat if the labour force is not re-skilled.

These “tech” and other challenges are often transnational in nature, making it impossible for individual states to effectively respond on their own, thus requiring collective action through diplomatic engagement. In this regard, multilateralism would have to continue to be a key aspect of international relations with the United Nations (UN), globally, and the African Union (AU), continentally, aiming to provide and maintain a rules-based international system.

DIRCO is required to strategically navigate South Africa’s course through these complex international waters, bearing in mind the country’s own interests and those of the continent in pursuit of Pan-Africanism, the diplomacy of *Ubuntu* and progressive internationalism. DIRCO’s ability to do so will depend among other things, on its multilateral and bilateral relations.

Multilateralism

Multilateralism remains a focal point of South Africa’s foreign policy. South Africa’s multilateral engagements are premised on the need to advance its national interest and safeguard its national positions as well as advance the development priorities of developing countries and promote an equitable rules-based multilateral system, as identified in Priority Seven of the MTSF. In order to influence multilateral processes to reflect and advance these priorities, South Africa must be represented in multilateral fora to engage, influence, negotiate and articulate its positions with the aim to have these positions reflected in the outcomes of multilateral meetings and processes.

Institutional reform

South Africa’s engagement with the UN is based on its commitment to promote an equitable rules-based multilateral system, and is informed by the recognition that the UN does not reflect current global political and economic realities. A key priority in South Africa’s engagement with the UN is to advance the reform of the existing global governance architecture with a view to improve the voice and representation of Africa and the developing world, as well as the responsiveness of the UN system to the needs of, and challenges faced by, Africa and developing states.

Promotion of cooperation between the United Nations and the African Union

On 1 January 2019, South Africa joined the United Nations Security Council (UNSC) for the third term, as an elected member for the period 2019 to 2020. Membership of the UNSC places South Africa at the epicentre of international decision-making on peace and security matters and enables South Africa to promote its views and values regarding, among others, the importance of women in peace and security; championing the cause of children in armed conflict situations; the rule of law at national and international levels; post-conflict reconstruction and development; and the peaceful resolution of conflict while fighting impunity. In the context of the centenary of the birth of Nelson Mandela, which informs South Africa’s term on the UNSC, South Africa brings attention to issues such as preventative diplomacy and the nexus between peace and development. South Africa’s tenure at the UNSC also presents opportunities to exploit the current fissures in longstanding Western alliances and to review and redefine strategic partners and positions in a manner that complements the African Agenda.

During February 2020, South Africa assumed the chair of the AU Assembly of Heads of State and Government. The theme for the AU in 2020, adopted at the Executive Council meeting in July 2019, is “Silencing the Guns, Creating Conducive Conditions for Africa’s Development”. South Africa will take concrete action towards the effective implementation of the theme of the year, which allows simultaneous leverage at continental and international levels, particularly with regard to conflict resolution and the stabilisation of post-conflict situations on the African continent.

To promote peace, security and stability on the continent, South Africa will use its simultaneous presence in the UNSC and its position as Chair of the AU’s Assembly of Heads of State and Government to strengthen cooperation between the UN and the AU. This will demand that South Africa, as an African state that embraces

democratic and principled values which are grounded in its Constitution, skillfully manage contradictory expectations from AU and UN member states. Mechanisms and institutional arrangements are in place in order to improve relations between the AU and the UN, such as a bi-annual meetings between the UNSC and the AU Peace and Security Council (PSC). An important milestone for South Africa was that members of the UNSC travelled to Addis Ababa in October 2019 to meet with the AU PSC during South Africa's presidency of the UNSC.

South Africa will also prioritise the implementation of the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security, which emphasises the prevention and mediation of conflict and sustaining peace, responding to conflict, addressing root causes, and the continuous review and enhancement of the partnership.

Disarmament

To promote peace, security and stability on the continent, South Africa uses its accession to the Treaty on the Prohibition of Nuclear Weapons (TPNW) to advocate for the early entry into force of the treaty and commemorate 10 years since the entry into force of the Pelindaba Treaty, which remains one of the building blocks towards a world free of nuclear weapons. South Africa also uses its tenure in the UNSC to promote nuclear disarmament, nuclear non-proliferation and arms control, including efforts geared towards the silencing of the guns by the African continent in line with the 2020-programme of the AU. South Africa continues to advocate for the UN to invest more resources in the implementation of the UN's Programme of Action on combatting illicit trade in small arms and light weapons and continues to call upon all member states to sign and ratify the Arms Trade Treaty, as the only legally binding instrument for promoting transparency and cooperation in the area of conventional weapons.

Terrorism

In the wake of recent terror attacks across the world, countering international terrorism remains high on the agenda of the UN. The abuse of the Internet and social media platforms for recruitment and planning attacks, radicalisation of the youth and violent extremism leading to terrorist attacks are gaining increased attention. Terrorism and violent extremism also pose a serious threat to socio-economic development on the African continent. South Africa's commitment to combatting international terrorism under the auspices of the UN and the AU is reflected in its participation in counter-terrorism structures, presenting it with an opportunity to promote national and continental positions on this growing agenda.

Climate change

Human-influenced climate change is occurring at a very high rate. Despite the international community's ongoing fight against climate change, which kicked off during June 1992 in Rio de Janeiro, Brazil, at the second Earth Summit, global warming is continuing to escalate. South Africa is due to assume the Chairship of the Committee of African Heads of State and Government on Climate Change (CAHOSCC) in 2020, representing Africa in the UN Secretary-General's Climate Summit. This platform presents an opportunity to contribute to shaping the narrative and influencing the global response in line with our priorities. In this context, South Africa's position on climate change has been defined, considering its national objectives and premised on a science- and rules-based international system with multilateralism at its core. South Africa advocates for a global response that is equitable and that provides development space for developing countries, while developed countries take the lead in emission reductions, closing the ambition gap, including those carried over from the pre-2020 to the post-2020 period and providing adequate means of implementation that will enable response to the challenge.

South-South and North-South cooperation

DIRCO will contribute to the facilitation of economic growth and development through regional and continental integration and will therefore continue to build relationships with partners in the North and South, despite the huge gap between major and middle powers on the one hand, and developing countries on the other hand.

South Africa pursues mutually beneficial cooperation among countries and groupings of the South to develop common positions on political, economic, social and human rights issues as an effective response in addressing the historic marginalisation of these countries. Groupings of the South share the need to restructure the global political, economic and financial architecture to be more balanced, representative, inclusive and equitable, as well as to ensure that the international system rests on the important pillars of multilateralism and international law. South Africa will also continue to use its membership and bilateral and multilateral engagements with groupings of the South to support foreign policy objectives; advocate for strong, mutually beneficial South-South cooperation; advocate for focussed regional integration in fast-growing markets; and strengthen regional cooperation in areas of interest with countries of the South. Groupings of the South include BRICS (Brazil, Russia, India, China and South Africa); IBSA (India, Brazil and South Africa); IORA (Indian Ocean Rim Association); the Group of 77 (G77) and China; and the Non-Aligned Movement (NAM).

South Africa engages with key global economic processes such as the World Trade Organisation (WTO), the World Bank, the International Monetary Fund (IMF), the Organisation for Economic Cooperation and Development (OECD), the World Intellectual Property Organisation (WIPO), the Group of Seven (G7) and the World Economic Forum (WEF) to promote the African Agenda 2063, in particular, and the broader development interests of developing countries in general. South Africa will also continue to facilitate and monitor the implementation of existing mechanisms such as the Joint Africa-European Union (EU) Strategy, which provides a framework for relations between Africa and the EU and the Tokyo International Conference on African Development (TICAD), an international conference led by the Japanese Government and co-sponsored by the UN, the UN Development Programme (UNDP), the AU Commission (AUC) and the World Bank.

Relations with regions of the world

In line with the focus on economic growth and sustainable socio-economic development, DIRCO negotiates and navigates international trends beyond its immediate region and the continent. Over the last decade, the importance of building trade and investment relations with new poles of economic growth in the world, has become ever more compelling. This inexorable change in the economic geography of the world economy requires more purposeful effort to diversify South Africa's trade and investment relations to benefit from the rapid and dynamic economic growth in the Global South. DIRCO's international network of missions is a strategic asset that is being leveraged to realise maximum return on the investment it represents for the people of South Africa.

The African continent

Despite remaining pockets of instability and insecurity due to mainly intra-state conflict on the continent, improved political stability positively impacted on democracy and good governance, contributing to increasing sustainable economic development.

According to the African Development Bank (AfDB) Group in an article entitled "African Economic Outlook 2020: Developing Africa's Workforce for the Future", Africa's economic growth has stabilised at 3.4% in 2019 but is expected to pick up to 3.9% in 2020 and 4.1% in 2021, however, remaining below historical highs. Though lower than China's and India's growth, Africa's growth is projected to be higher than that of other emerging and developing regions. Although these figures show a positive picture, more rapid economic growth on the continent would be needed to accommodate the expected population growth and change in population demographics.

Africa is the world's youngest continent with around 60% of the population currently under the age of 25. Within the next two generations, it is expected that this youthful population will increase with more than 180%, compared to that of Europe and Asia, which will shrink by more than 21% and by almost 28% respectively. By 2034, the region is expected to have a larger workforce than either China or India and towards the end of the century, it is estimated that Africa's youth population will reach 1.3 billion people, double the expected total population of Europe, and will represent almost half of the world's youth (Mo Ibrahim Foundation). Africa's urbanisation rate of 3.5% per year is the fastest in the world. It is therefore imperative that with millions of young people joining the labour market, pressure to provide quality jobs will escalate.

A healthy and educated working age population will be the cornerstone of sustained and inclusive economic success on the continent but will depend on faster economic growth. This would be possible if the drivers of growth could change. Manufacturing, infrastructure development, telecommunications, energy, transport, logistics and technology are sectors that have huge investment potential for the continent. The agricultural sector also has the potential to become a driver of economic growth.

According to the World Economic Forum (Africa), South Africa and the continent should, among others, focus on greater cooperation and human capital development. Greater African economic integration is of paramount importance to promote peace and stability while addressing trade obstacles, climate change, corruption, cyber security and the opportunities and challenges of the 4IR. This sentiment is echoed by the AfDB that points out that a borderless Africa would lay the foundation for a viable continental market to accelerate growth and allow Africa to be more competitive in global trade and value chains. It would also allow industries to develop across borders, creating economies of scale for investors as they look at wider integrated markets.

Therefore, the establishment of the African Continental Free Trade Area (AfCFTA), which entered into force on 30 May 2019, is a key priority of Africa's Agenda 2063 and a flagship project for the continent. According to the AU, the AfCFTA is the world's largest single market of over 1.2 billion consumers with a combined GDP of more than US\$3.4 trillion, and is poised to stimulate intra-Africa trade and investment. The importance of the implementation of the AfCFTA for the prosperity of South Africa, the region and the continent, can therefore not be overemphasised.

The Southern African Development Community's (SADC) integration agenda is anchored on political, security and economic integration. To facilitate the process of integration, the SADC has developed economic and strategic blueprints, in particular the SADC Industrialisation Strategy and Roadmap as approved by the summit in April 2015. The strategy has been aligned to the AU Agenda 2063. Critical to regional economic integration is the rapid implementation of the Tripartite Free Trade Area (TFTA), as well as the AfCFTA, to boost industrial and infrastructure development and enhance intra-regional trade. With regard to the Southern African Customs Union (SACU), the Customs Union has to be transformed into a vehicle for regional integration, capable of promoting equitable development, sustainable infrastructure development and industrialisation.

The Tripartite Free Trade Agreement (TFTA) is the initiative between three regional economic communities, namely the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern African Development Community (SADC) and will be achieved by amalgamating the economies of the three regions with a combined market of 26 countries, which constitute half of the member states of the AU, a population of 625 million people and a combined GDP of US\$833 billion. The TFTA is anchored on three pillars: market integration, infrastructure development and industrial development and is a precursor to the vision of realising an economically integrated continent. SADC and SACU are primary vehicles to improved regional economic integration and important building blocks for achieving the COMESA-EAC-SADC TFTA and the AfCFTA.

Europe and the European Union

The EU, including the Eurozone countries, is the single largest global trading bloc and remains a key and essential international role-player. The Euro area's real GDP growth for 2018 registered at 2.1% but moderated to 1.1% in 2019 and is expected to slightly increase to 1.2% in 2020 (European Central Bank).

Trade and investment, including support for the President's investment initiative, is the primary focus for diplomatic efforts in this region, with a particular focus on the sectors that can promote industrialisation and increased beneficiation, and those that can transform South Africa's economy.

FDI from Europe is estimated at over R1 trillion with more than 2 000 companies operating in South Africa, employing South Africans, enhancing their skills and investing in the economy.

Many European countries allocate significant funding to technical exchanges, skills development by way of scholarships, collaboration in the fields of science and technology, as well as vocational training. There is significant potential and interest in collaboration regarding 4IR programmes.

Europe is also the largest source of development cooperation with South Africa. These are focussed on addressing poverty; job creation and inequality; and include programmes in addressing energy challenges (particularly green and renewable energy); water resources; the ocean's economy; small, medium and micro enterprise development; agriculture; education; science and technology; and mineral beneficiation. The focus of DIRCO will continue with the consolidation of relations with these regional partners and to promote partnerships in support of South Africa's domestic priorities.

The economic partnership agreements (EPAs) between the EU and African, Caribbean and Pacific (ACP) countries and regions aim at promoting ACP-EU trade, and ultimately contribute, through trade and investment, to sustainable development and poverty reduction. Trade with ACP countries represent more than 5% of EU imports and exports. The EU is a major trading partner for ACP countries.

The SADC developed a Common Position Paper, focussing on three pillars:

- 1 Trade and Investment
- 2 Development Cooperation
- 3 Political Dialogue and Advocacy.

South Africa played a key role in the development of the SADC Common Position and supported the SADC approach, including that the new ACP mandate should place greater centrality and focus on its three distinct regions (Africa, Caribbean and Pacific) as the "regional building blocks" for the ACP. Consequently, in the case of Africa, emphasis should be placed on advancing the regional integration processes in SADC and on Agenda 2063: The Africa We Want.

South Africa successfully lobbied the AU Executive Council to consider the urgency of the matter, which resulted in the finalisation of the Common African Position in 2018. Subsequently, the EU became SADC EPA group's largest trading partner, with South Africa accounting for the largest part of EU imports to and EU exports from the region.

The SADC-EU EPA covers trade and investment issues and regional integration efforts. Recently, the EU indicated that the EPAs would also form the legal framework under which it would incorporate support for the achievement of the SDGs and support for climate change projects. This undertaking represents a move beyond the donor/recipient relationship towards long-term cooperation on jointly identified, mutual and complementary interests, based on the principles of equality, ownership, partnership, solidarity, complementarity, subsidiarity and proportionality.

The SADC EPA countries' main export product to the EU is diamonds. Other products from the region include agricultural products, oil and aluminium. South Africa's exports to the EU are much diversified and range from fruit to platinum and from manufactured goods to wine. The EU exports a wide range of goods to SADC EPA countries, including vehicles, machinery, electrical equipment, pharmaceuticals and processed food.

On the continental level, the Africa-EU Strategic Partnership provides an overarching long-term framework for inter-continental relations aimed at promoting economic cooperation, sustainable development, peace, security, democracy, prosperity, solidarity and human dignity for the benefit of its members.

South Africa and the Americas

The United States of America's (USA) economic position is healthy according to the key economic indicators. GDP growth will slow down from 3% in 2018 to 2% in 2020 and 1.8% in 2021 according a forecast released at the Federal Open Market Committee Meeting in June 2019. The projected slowdown in 2019 and beyond is a side effect of the trade war.

Although SACU was unable to conclude a free trade agreement with the USA, a cooperative trade arrangement has been concluded, namely the Trade, Investment and Development Cooperation Agreement (TIDCA) that would build on the trade benefits offered under the Africa Growth and Opportunity Act (AGOA). In this context, DIRCO will seek to extend and deepen the benefits of AGOA and work to ensure that the engagement with the USA supports regional integration in southern Africa.

According to the IMF, economic activity in Latin America and the Caribbean remains sluggish. Real GDP is expected to grow by 2.3% in 2020. The weak momentum reflects is due to, among others, elevated domestic policy uncertainty in some large economies, heightened by the US-China trade tensions, and somewhat lower global growth.

The SACU-Southern Common Market (Mercosur) Preferential Trade Agreement (PTA) entered into force in 2016. Opportunities for investment remain abundant and close cooperation with current governments within the region continue to be beneficial to South Africa. During April 2019, the African News Agency (ANA) reported that the ratification of agreements between SACU and the Mercosur trade bloc had led to an increase of 37% between 2017 and 2018 in South African exports to Brazil, shrinking South Africa's trade deficit with Brazil.

Asia and the Middle East

South Africa maintains strong political relations with the countries of Asia and the Middle East and the partnerships that have been forged with Asia and the Middle East tangibly contribute towards progress on the priorities identified in the NDP. It is against these aims that DIRCO aims to execute a more assertive economic strategy towards the region based on South Africa's national priorities, within the parameters of South-South solidarity and development cooperation.

South African diplomatic engagements in the region focus on gaining access to new markets for manufactured products and market access negotiations for South African agricultural products are being pursued with a number of countries. South African economic diplomacy efforts focus on market entry and positioning of South African companies to benefit from the favourable growth and future economic growth projections of the region. The region also provides opportunities for skills development and training collaboration in line with the priorities identified in the National Skills Development Strategy (NSDS).

South Africa's strategy of engagement with Asia and the Middle East is pursued with a subregional focus along the following lines:

- South-East Asia is a dynamic and vibrant region characterised by high rates of economic growth and development. The region thus represents a major growing market for value-added South African exports, especially within the manufacturing and consumer goods sectors. Further areas of expansion are envisaged within the financial services, mining equipment and technology, agro-processing and defence procurement sectors. Many countries have invested in the South African economy and further FDI would be identified, as well as exploring training opportunities in those areas where South Africa experiences skills shortages. South Africa's aim to accede to the Treaty of Amity and Cooperation in South-East Asia, indicates South Africa's intentions to strengthen ties with South-East Asia in general, and with the Association of Southeast Asian Nations (ASEAN) in particular.
- South Africa enjoys strong political, economic and technical relations with the countries in the East Asia and Oceania region. Bilateral relations with countries in the region are pursued in line with priorities highlighted in the NDP and 2019 SoNA. South Africa's trade and investment relations with the region are strong and growing, but there is substantial room for expansion. Tourism from the region, in particular, has huge potential to contribute to South Africa's GDP. The region is home to some of South Africa's biggest investment partners and cooperation contribute to industrialisation, job creation, science and technology, infrastructure development and skills development.
- South Africa remains committed to a stable and peaceful Middle East and supports sustainable and just solutions to the various conflicts in the region. The region is an important component of South Africa's global trade and is a critical energy partner to South Africa. The strong focus on investment will be continued in the objectives pursued in 2020 to 2025 through South Africa's diplomatic engagement with the region.

4.2 Internal environment analysis

The department is committed to good corporate governance and has developed various internal control mechanisms to strengthen corporate governance. Internally, there are various management structures and committees in place with terms of reference that meet on a regular basis. These management structures serve as mechanisms to improve corporate governance and decision-making and enhance communication.

The department has fully functioning assurance units such as Risk Management and Internal Audit. These units are supported by the Risk Management Committee and Audit Committee, both chaired by independent (external) chairpersons. The department can report that both committees are contributing positively to the risk and audit management processes in the department.

The department continues to deliver a world-class protocol service to the President, Deputy President, Minister and Deputy Ministers of International Relations and Cooperation as well as other Cabinet ministers. It also provides advisory service to all spheres of government on all matters related to protocol.

The Diplomatic Academy and International School is certified as a training provider and offers three Public Service Education and Training Authority-accredited training programmes. In addition, the Diplomatic Academy and International School subscribes to the International Standards Organisation (ISO 9001) for its quality management systems and is certified by the South African Bureau of Standards (SABS).

Despite the above, it should be noted that the Annual Performance Plan is to be delivered in an environment that is characterised by fiscal constraints, recurring qualified audit outcomes and an information and communications technology infrastructure that is in an urgent need of an upgrade. In the 2018/19 financial audit, the department was qualified on movable tangible capital assets and also on cash and cash equivalents. This was unfortunately a regression as the department had in the past only been qualified on movable tangible capital assets. Although the department has been qualified on the financial statements, it has received an unqualified audit opinion on Predetermined Objectives (PDO). Due to the nature of the departmental operations, it has to contend with foreign currency

fluctuations, resulting in foreign exchange losses due to the depreciation of the Rand against other major foreign currencies, which negatively impact on the department.

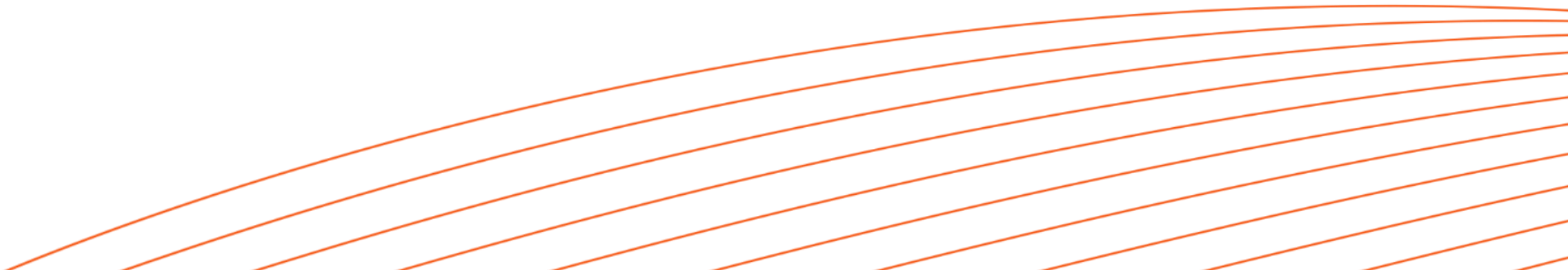
This calls on the department to engage in a process of organisational renewal as a tool to assist the organisation to achieve its identified strategic objectives for the next five years. This will require of the department to review and finalise its organisational structure to align the structure with its strategic plan and the priorities of the MTSF 2019 – 2024. It will require the department to implement effective financial management through the application of good financial management systems, including management accounting, financial accounting, supply chain management, risk and internal controls, in line with the requirements of the Public Finance Management Act. Strategic focus should be given to ensure digital transformation of business capabilities to enable efficient delivery of the department's mandate in a smart and secure manner.

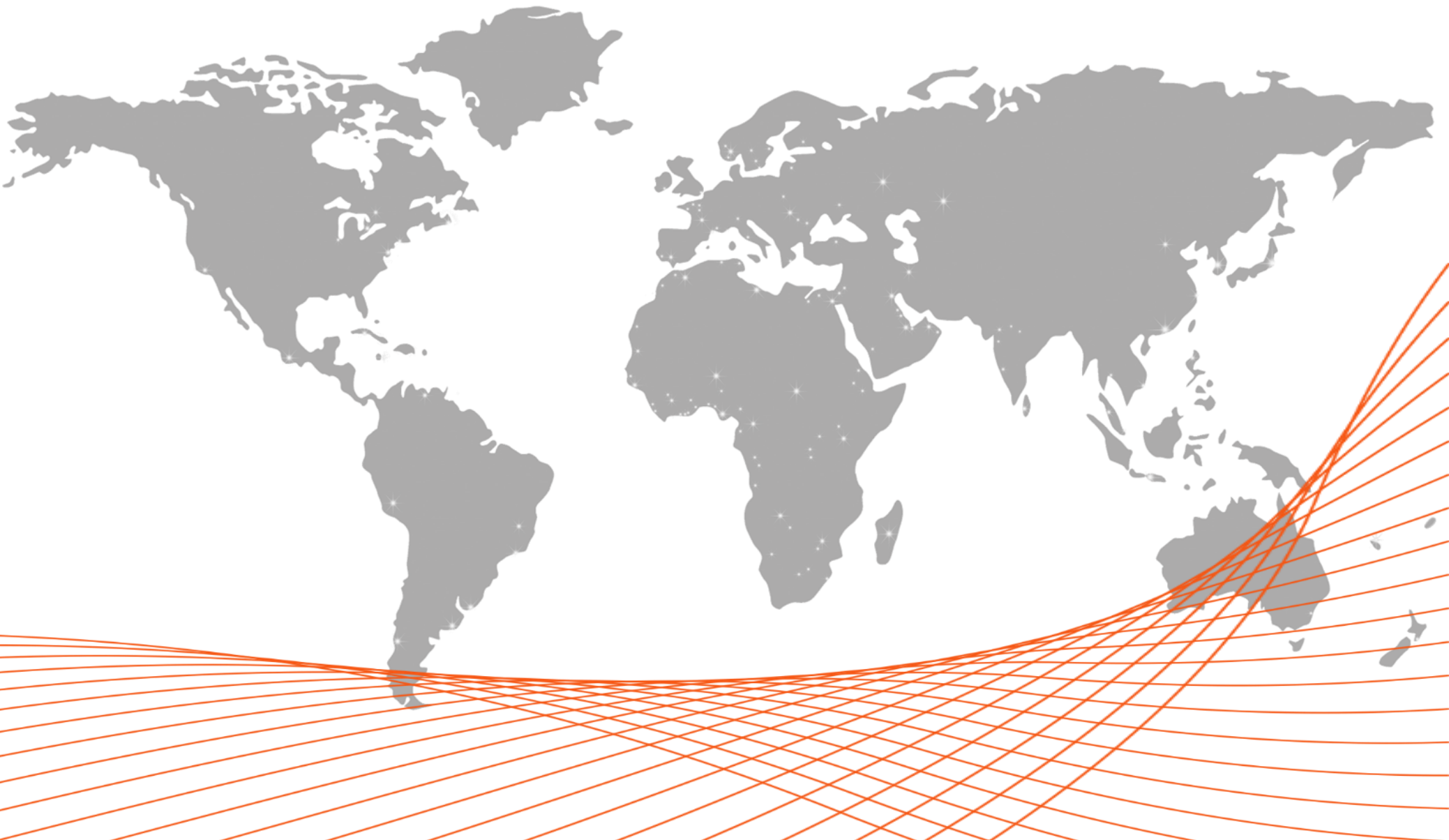
Due to the shortfall on the Compensation of Employees (CoE) budget, vacancies cannot be filled, which may impact negatively on service delivery and the achievement of the department's mandate. In order to mitigate the associated risks on the shortfall of the CoE, the department will focus on upskilling and reskilling its human resources. Responding to the challenges posed by the constrained fiscal environment, the department may consider aspects such as but not limited to reviewing its global footprint and seeking accreditation on a non-residential basis.



PART C

**MEASURING OUR
PERFORMANCE**







5. Institutional Performance Information



5.1 Programme I: Administration

Purpose: Provide strategic leadership, management and support services to the department

Description: Provide the leadership and support functions that enable the department to effectively and efficiently engage in its international activities

The key focus of the programme:

- maintain good financial management practices in order to sustain unqualified/clean audit outcomes
- address the skills and developmental needs of its officials, and support the international relations competencies of partner departments
- provide legal and policy advice related to domestic and international law
- acts as primary counsel on international law matters for the Government as a whole
- acts as official custodian and depository of the South African treaty collection
- supports the effective administration of the department specifically through the provision of legal advice, legal services and assistance relating to all aspects of a legislative, operational and departmental nature at Headquarters and to missions operating in foreign jurisdictions, and by managing the litigation cases against and by the department in South Africa and abroad.
- create an enabling environment for effective implementation of policies focussed on gender, youth and people with disabilities.
- to independently examine and evaluate the ongoing internal controls, governance processes and to provide counsel and recommendations for improvement, whenever there are gaps identified and risk management.

Subprogrammes:

Ministry; Departmental Management; Audit Services; Financial Management; Corporate Services; Diplomatic Training, Research and Development (DTRD); Foreign Fixed Assets Management; Office Accommodation; Office of the Chief State Law Adviser (IL)

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual Targets						
			Audited Performance			Estimated performance	Medium Term Expenditure Framework (MTEF) Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
A modern, effective department, with capable and skilled employees, that is committed to the excellent execution of South Africa's foreign policy	Improved organisational functioning	Enhanced digital environment	New indicator			Adopted Digital Strategy	Implementation of the Digital Strategy	Monitor and review the Digital Strategy	
		Improved audit outcome through sound administration and good governance	New indicator			Unqualified audit opinion	Clean audit outcome	Clean audit outcome	
	Position the Diplomatic Academy as a centre of excellence in foreign service training	Three identified aspects of a centre of excellence in foreign service training implemented	New indicator			Maintain ISO certified quality management system	Maintain ISO certified quality management system	Maintain ISO certified quality management system	
						Gap analysis and develop implementation plan on building institutional capacity to deliver the AU/UN languages	Implement plan on building institutional capacity to deliver the AU/UN languages	Implement plan on building institutional capacity to deliver the AU/UN languages	
						Framework for building partnerships and networks developed	Formalised and signed partnership and networks.	Formalised and signed partnership and networks.	

Outcome	Outputs	Output indicators	Annual Targets						
			Audited Performance			Estimated performance	Medium Term Expenditure Framework (MTEF) Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		Number of initiatives to mainstream gender, youth and people with disabilities	New indicator				Six outreach initiatives to change behaviour in relation to gender	Six outreach initiatives to change behaviour in relation to gender	Six outreach initiatives to change behaviour in relation to gender
							Two mentoring and job shadowing outreach initiatives targeting youth	Two mentoring and job shadowing outreach initiatives targeting youth	Two mentoring and job shadowing outreach initiatives targeting youth
							Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the <i>White Paper on the Rights of Persons with Disabilities</i>	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the <i>White Paper on the Rights of Persons with Disabilities</i>	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the <i>White Paper on the Rights of Persons with Disabilities</i>
	Implementation of Foreign Service Act (FSA)	FSA implemented	New indicator				Formulate codes, directives and regulations as may be appropriate	Finalise codes, directives and regulations for approval	Implement approved codes, directives and regulations

Outcome	Outputs	Output indicators	Annual Targets						
			Audited Performance			Estimated performance	Medium Term Expenditure Framework (MTEF) Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Legal advice and services provided in respect of international and domestic law	Percentage of legal advice and services rendered	100% (448) of legal advice and services rendered	100% (516) of legal advice and services rendered	100% (941) of legal advice and services rendered	100% legal services, advice and assistance provided	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Enhanced Digital Environment	Adopted Digital Strategy				Adopted Digital Strategy
Improved audit outcome through sound administration and good governance	Unqualified audit opinion				Unqualified audit opinion
Three identified aspects of a centre of excellence in foreign service training implemented	Maintain ISO certified quality management system		ISO certificate issued		
	Gap analysis and develop implementation plan on building institutional capacity to deliver the AU/UN languages	Conduct gap analysis on available institutional capacity to deliver the AU/UN languages		Develop implementation plan on building institutional capacity to deliver the AU/UN languages	
	Framework for building partnerships and networks developed				Framework developed
Number of initiatives to mainstream gender, youth and people with disabilities	Six outreach initiatives to support gender mainstreaming	One outreach initiative to support gender mainstreaming	Two outreach initiatives to support gender mainstreaming	Two outreach initiatives to support gender mainstreaming	One outreach initiative to support gender mainstreaming
	Two mentoring and job shadowing outreach initiatives targeting youth	One mentoring and job shadowing outreach initiative targeting youth		One mentoring and job shadowing outreach initiative targeting youth	

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the <i>White Paper on the Rights of Persons with Disabilities</i>		One strategic intervention to strengthen the capacity of DIRCO to effectively and equitably implement the <i>White Paper on the Rights of Persons with Disabilities</i>		One strategic intervention to strengthen the capacity of DIRCO to effectively and equitably implement the <i>White Paper on the Rights of Persons with Disabilities</i>
FSA implemented	Formulate codes, directives and regulations as may be appropriate	Consultations with stakeholders	Draft codes, directives and regulations as may be appropriate	Consult on codes, directives and regulations with stakeholders	Finalise draft codes, directives and regulations for approval
Percentage of legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PLANNING PERIOD

The Department of International Relations and Cooperation is conscious of the constrained economic climate the organisation is operating under, resulting in the undisputable need to do more with less. The current realities call for organisational renewal as a tool to assist the organisation to achieve more and to deliver on its mandate and the five-year strategic objectives. This requires that the department be innovative in finding ways to do more with less. This requires of the department to streamline its processes. This provides DIRCO with the opportunity to develop and implement the operations management framework as prescribed by the Department of Public Service and Administration. In response to the call by the Sixth Administration for improved service delivery, the department will develop its service delivery model and the associated Service Delivery Improvement Plan. Over the medium term, the department will regularly assess itself to remain on the path of continuous improvement. Due to the reducing budget for the compensation of employees, it has been difficult for the department to fill current vacant posts. This has led to a further process to review the structure of the department to find ways to optimise the current staff establishment to maximise delivery on its ever-increasing mandate. The department intends to improve organisational functioning, particularly through a process of digital transformation and automating some process to improve effectiveness. The department recognises that ICT is the foundation of an effective department. The process of digital transformation can be utilized as an avenue to positively respond to the fiscal constraints, innovate and improvise and improve effectiveness.

The department will, through its Diplomatic Academy, undertake excellent and dedicated training programmes to reskill and upskill officials. The department, during its planning of setting the objectives to be achieved over the midterm, committed to develop plans to improve the organisational function and its financial management in order to move to an unqualified audit outcome. It is further committed to place ICT as an enabler in the process to work towards the automation and modern digitisation of business processes, to reduce turnaround time and improve service delivery.

The department, through the Office of the Chief State Law Adviser (IL), will continue to support the Government to achieve its foreign policy objectives by providing legal advice on international law. The office also provides legal services and assistance relating to all aspects of a legislative, operational and departmental nature at Headquarters and to missions operating in foreign jurisdictions and by managing litigation cases against and by the department in South Africa and abroad. It will also continue to act as official custodian and depositary of the official South African Treaty Collection. It will also continue to monitor South Africa's compliance with its international obligations to submit national reports in terms of international agreements and customary international law and report to Cabinet twice a year.

This operational period will see the promulgation of the Foreign Service Bill (FSB). This will require that the organisation draft the necessary regulations as well as undertake intensive awareness programmes in order to give effect to and deliver on the FSB, once assented to by the President.

Gender and disability mainstreaming is an essential part of good governance and critical to the department to ensure that policies and programmes respond to the needs and interests of all employees. To ensure mainstreaming and the equal distribution of benefits between the workforce, irrespective of gender and disability, as well as opportunities for youth development, the department will continue with programmes to mainstream gender, youth and people with disabilities.

PROGRAMME 1: RESOURCE CONSIDERATIONS

Subprogrammes	Audited outcome			Adjusted Appropriation	Medium Term Estimates		
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Rand thousand							
Ministry	6 113	6 004	6 883	7 094	7 106	7 460	7 790
Departmental Management	12 780	15 626	16 864	16 689	19 711	20 696	21 690
Audit Services	16 830	19 690	23 928	28 443	24 034	26 295	27 380
Financial Management	179 768	179 144	176 102	181 766	205 765	207 551	212 695
Corporate Services	757 624	610 136	676 267	767 811	787 296	829 454	874 687
Diplomatic Training, Research and Development	61 995	61 158	57 492	57 259	62 965	61 583	66 982
Foreign Fixed Assets Management	204 423	12 224	33 969	263 539	264 295	284 368	308 695
Office Accommodation	305 264	325 372	363 985	393 347	391 762	408 939	430 284
Total	1 544 797	1 229 354	1 355 490	1 715 948	1 762 934	1 846 346	1 950 203

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Estimates		
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Rand thousand							
Compensation of employees	401 806	438 666	469 437	509 501	530 992	544 030	578 347
Goods and services	815 720	652 862	728 682	722 696	765 193	838 198	877 258
Interest and rent on land	68 280	82 411	94 947	105 098	108 167	111 411	114 754
Transfers and subsidies	1 878	1 574	2 002	3 904	1 739	1 835	1 923
Payments for capital assets	257 113	53 841	47 398	374 749	356 843	350 872	377 921
Payments for financial assets	-	-	13 024	-	-	-	-
Total	1 544 797	1 229 354	1 355 490	1 715 948	1 762 934	1 846 346	1 950 203



5.2 Programme 2: International Relations

Purpose: Promote relations with foreign countries

Subprogramme: Africa; Asia and the Middle East; Americas and the Caribbean; and Europe

The conduct of diplomacy between two states remains the pre-eminent basis for advancing national priorities, as well as for effective engagement in multilateral fora. Structured bilateral mechanisms regularise and govern bilateral engagements and are some of the most important and valuable foreign policy instruments to coordinate South Africa's positions and activities towards a particular country. Structured bilateral mechanisms refers to numerous regularised and formalised meetings that South Africa has with other countries.

These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions. It is an important platform for the entire spectrum of government-to-government relations and draws on the expertise of various departments depending on the area of cooperation being pursued.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual Targets						
			Audited Performance			Estimated performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Leveraged bilateral, political economic and social relations to achieve the objectives of the NDP and the MTSF priorities	Outcomes of structured bilateral mechanism and high level visits are aligned to achievement of the NDP and MTSF	Percentage of structured mechanisms reviewed to align it to the achievement of the NDP and MTSF	New indicator			100% of structured mechanisms reviewed			
		Number of regional reports on outcomes of structured bilateral mechanism and high level visits are aligned to achievement of the NDP and MTSF	New indicator			12 regional reports on outcomes of structured bilateral mechanism and high level visits are aligned to achievement of the NDP and MTSF	12 regional reports on outcomes of structured bilateral mechanism and high level visits are aligned to achievement of the NDP and MTSF	12 regional reports on outcomes of structured bilateral mechanism and high level visits are aligned to achievement of the NDP and MTSF	
Increased foreign direct investment and contributed to economic growth in South Africa	Contributed to increased FDI into South Africa and Africa	Number of regional investment strategy and quarterly progress reports	New indicator			12 regional investment strategy and quarterly progress reports	12 regional investment strategy and quarterly progress reports	12 regional investment strategy and quarterly progress reports	

Outcome	Outputs	Output indicators	Annual Targets						
			Audited Performance			Estimated performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Contributed to export promotion	Number of regional trade strategies aligned with the NES and quarterly progress reports	New indicator				12 regional trade strategy aligned with the NES and quarterly progress reports	12 regional trade strategy aligned with the NES and quarterly progress reports	12 regional trade strategy aligned with the NES and quarterly progress reports
	Contributed to tourism arrivals to South Africa	Number of regional tourism reports on the tourism promotion events to promote South Africa as a preferred tourist destination, the opportunities and barriers	New indicator				12 regional tourism reports on the tourism promotion events to promote South Africa as a preferred tourist destination, the opportunities and barriers	12 regional tourism reports on the tourism promotion events to promote South Africa as a preferred tourist destination, the opportunities and barriers	12 regional tourism reports on the tourism promotion events to promote South Africa as a preferred tourist destination, the opportunities and barriers

Outcome	Outputs	Output indicators	Annual Targets						
			Audited performance			Estimated performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
REGIONAL INTEGRATION									
Increased regional integration	Contribution towards regional integration and the implementation of the Revised Regional Indicative Strategic Development Plan (RISDP)	Number of bi-annual assessment of SA's contribution towards: <ul style="list-style-type: none"> • peace • stability • socio-economic development • good governance • democracy; and • the implementation of the RISDP 	New indicator			Two assessment reports of SA's contribution towards: <ul style="list-style-type: none"> • peace • stability • socio-economic development • good governance • democracy; • the implementation of the RISDP 	Two assessment reports of SA's contribution towards: <ul style="list-style-type: none"> • peace • stability • socio-economic development • good governance • democracy; • the implementation of the RISDP 	Two assessment reports of SA's contribution towards: <ul style="list-style-type: none"> • peace • stability • socio-economic development • good governance • democracy; • the implementation of the RISDP 	

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Percentage of structured mechanisms reviewed to align it to the achievement of the NDP and MTSF	100% of structured mechanisms reviewed		100% of structured mechanisms reviewed		
Number of regional reports on outcomes of structured bilateral mechanism and high level visits showing delivery against NDP and MTSF	12 regional reports on outcomes of structured bilateral mechanism and high level visits showing delivery against NDP and MTSF	Three regional reports on outcomes of high level visits showing delivery against NDP and MTSF	Three regional reports on outcomes of structured bilateral mechanism showing delivery against NDP and MTSF	Three regional reports on outcomes of high level visits showing delivery against NDP and MTSF	Three regional reports on outcomes of structured bilateral mechanism showing delivery against NDP and MTSF
Number of regional investment strategy and quarterly progress reports	12 regional investment strategy and quarterly progress reports	Three regional investment strategy and quarterly progress reports	Three regional investment strategy and quarterly progress reports	Three regional investment strategy and quarterly progress reports	Three regional investment strategy and quarterly progress reports
Number of regional trade strategies aligned with the NES and quarterly progress reports	12 regional trade strategy aligned with the NES and quarterly progress reports	Three regional trade strategy aligned with the NES and quarterly progress reports	Three regional trade strategy aligned with the NES and quarterly progress reports	Three regional trade strategy aligned with the NES and quarterly progress reports	Three regional trade strategy aligned with the NES and quarterly progress reports
Number of regional tourism reports on the tourism promotions events to promote South Africa as a preferred tourist destination, the opportunities and barriers	12 regional tourism reports on the tourism promotions events to promote South Africa as a preferred tourist destination, the opportunities and barriers	Three regional tourism reports on the tourism promotions events to promote South Africa as a preferred tourist destination, the opportunities and barriers	Three regional tourism reports on the tourism promotions events to promote South Africa as a preferred tourist destination, the opportunities and barriers	Three regional tourism reports on the tourism promotions events to promote South Africa as a preferred tourist destination, the opportunities and barriers	Three regional tourism reports on the tourism promotions events to promote South Africa as a preferred tourist destination, the opportunities and barriers

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
REGIONAL INTEGRATION					
Number of bi-annual assessment of SA's contribution towards: <ul style="list-style-type: none"> • peace • stability • socio-economic development • good governance • democracy; and • the implementation of the RISDP 	Two assessment report of SA's contribution towards: <ul style="list-style-type: none"> • peace • stability • socio-economic development • good governance • democracy; • the implementation of the RISDP 		One report reflecting SA's contribution towards: <ul style="list-style-type: none"> • peace • stability • socio-economic development • good governance • democracy; and • the implementation of the RISDP 		One report reflecting SA's contribution towards: <ul style="list-style-type: none"> • peace • stability • socio-economic development • good governance • democracy; and • the implementation of the RISDP

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PLANNING PERIOD

The execution of our foreign policy is first and foremost predicated on the achievement and pursuit of our national priorities. However this is still within the framework of the greater good of the region, the continent and the world. In this regard, the department will support the seven strategic priorities of the President and will forge closer working relations with all government departments to become more focussed in the execution of South Africa's foreign policy. The department recognises that it is operating within a strained fiscal environment and cannot execute all objectives simultaneously. It is therefore important to be focussed in terms of South Africa's bilateral engagements and will therefore use specific country strategies to guide all bilateral engagements. It is further recognised that although South Africa may identify what to get out of a bilateral relationship, the achievement thereof is not solely within its control. The selection of the targets is an unambiguous signal that diplomacy matters and international relations will be utilised to achieve the key goals of South Africa and the continent.

"Economic diplomacy" is the new reality in the achievement of national priorities through diplomatic means and complements traditional "political diplomacy". In this new reality, DIRCO will aggressively embark on economic diplomacy to contribute in a more direct and concrete manner to achieve poverty eradication, job creation and socio-economic development and growth, primarily by utilising the resource it has in its overseas missions. In this process, DIRCO will become a catalyst and operate as a networking agent for "South Africa Incorporated". The missions, in particular, have a key frontline role to play in the pursuit of economic diplomacy and its component pillars such as FDI pledges as well as the contribution to tourism promotion for South Africa. It is also recognised and acknowledged that DIRCO will source the opportunities and will hand it over to the relevant domestic stakeholders for further processing. In this regard, it is therefore difficult for DIRCO to set the targets that are the result of the conclusion of a process that is not within its realm of responsibility. The target setting therefore recognises that DIRCO will source the opportunities and will through its diplomacy monitor and follow up to collectively deliver on the investment and trade promotion.

The department recognises that bilateral engagements remain the pre-eminent basis for advancing national priorities, as well as for effective engagement in multilateral fora and will therefore continue to strengthen our bilateral political, economic and social relations. This will be pursued through structured bilateral mechanisms as well as high-level visits.

DIRCO has a dynamic role to play in the improvement of the lives of South Africans by utilising its bilateral relations and global footprint in identifying strategic opportunities for skills and knowledge development, targeted investments and growing markets for South Africa's products and services in an integrated and inclusive manner (domestic imperatives linked to international relations work). The focus of these activities will contribute to the interventions and targets as outlined in the MTSF, in Priority Seven and the sectors identified in Priority One to Six. With specific focus on the increased and improved access of South African products and services to foreign markets, this will contribute to the aim of increasing manufacturing and thereby contribute to an export-orientated economy.

The department is committed to work for the betterment of the nation, the continent and the world and will continue in the execution of its foreign policy, looking at hard and soft issues. There is a further acknowledgement and awareness that the world is changing rapidly and we are required to be on the mark and absolutely attuned with the ability to analyse, have effective responses and be relevant. The department should prepare for emerging and complex challenges (Brexit, the next phase of BRICS, tension on the Asian subcontinent, climate change and its impact on the continent, migration, increased poverty, landlessness, water scarcity, unplanned international migration and its possible impact on the delivery of our foreign policy objectives). This will be done with a continued commitment to regional integration and the implementation of the RISDP, with a clear focus on contributing to peace, stability, socio-economic development, good governance and democracy.

PROGRAMME 2: RESOURCE CONSIDERATIONS

Subprogrammes	Audited outcome			Adjusted Appropriation	Medium Term Estimates			
	Rand thousand	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22
Africa		1 133 477	1 062 107	1 036 802	965 116	1 052 780	1 139 294	1 195 808
Asia and Middle East		1 015 508	942 951	941 034	825 094	932 100	1 003 355	1 035 388
Americas and Caribbean		572 568	494 578	509 243	492 855	439 239	453 582	474 985
Europe		1 021 338	970 570	890 397	796 462	884 183	945 438	964 342
Total		3 742 891	3 470 206	3 377 476	3 079 527	3 308 302	3 541 669	3 670 523

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Estimates			
	Rand thousand	2016/17	2017/18		2018/19	2019/20	2020/21	2021/22
Compensation of employees		2 245 215	2 106 968	2 073 395	1 804 656	1 975 340	2 126 471	2 213 269
Goods and services		1 483 649	1 333 616	1 273 937	1 251 981	1 307 934	1 388 712	1 429 440
Transfers and subsidies		3 482	23 788	25 165	4 380	6 098	6 433	6 739
Payments for capital assets		10 545	5 834	4 979	18 510	18 930	20 053	21 075
Total		3 742 891	3 470 206	3 377 476	3 079 527	3 308 302	3 541 669	3 670 523



5.3 Programme 3: International Cooperation

Purpose: Participate in initiatives of international organisations and institutions in line with South Africa's national values and foreign policy objectives

Subprogramme 3.1: System of Global Governance

Subprogramme 3.2: Continental Cooperation

Subprogramme 3.3: South-South Cooperation

Subprogramme 3.4: North-South Dialogue

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited Performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
3.1 System of Global Governance									
Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions	Membership at identified multilateral bodies utilised to pursue South Africa's national interest and advance the development agenda	A long-term strategy for South Africa's membership /candidatures	New indicator			Develop a long term strategy for South Africa's membership /candidatures and identify which memberships to pursue	Implementation of the approved strategy	Assessment of effectiveness of the strategy	
	South Africa's interests and the African Agenda promoted and reflected in the outcomes of multilateral and multistate organisations dealing with Peace and Security, Human Rights, Economic and Social Development	Percentage of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development	New indicator			85% of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social	85% of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and	85% of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and	

Outcome	Outputs	Output indicators	Annual targets						
			Audited Performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
							Development	Social Development	Social Development
	Compliance with South Africa's international reporting obligations	Number of reports on South Africa's international reporting obligations	New indicator				Two reports on the implementation of South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations
3.2 Continental Cooperation									
United and politically cohesive continent that works towards shared prosperity and sustainable development	South Africa contributes to the operationalisation of identified Agenda 2063 flagship projects	Number of monitoring reports on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects	New indicator				One monitoring report on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects	One monitoring report on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects	One monitoring report on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects
	Africa partnerships recalibrated for the effective implementation of the African Union's (AU) Agenda 2063	Number of assessment reports reflecting how the outcomes of Africa	New indicator				Two assessment reports reflecting how the outcomes of Africa partnerships are	Two assessment reports reflecting how the outcomes of Africa	Two assessment reports reflecting how the outcomes of Africa

Outcome	Outputs	Output indicators	Annual targets						
			Audited Performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		partnerships are aligned to the AU Agenda 2063					aligned to the AU Agenda 2063	partnerships are aligned to the AU Agenda 2063	partnerships are aligned to the AU Agenda 2063
	South Africa's obligations towards the Southern African Development Community (SADC) and the AU honoured	Percentage of Country obligations to SADC and AU fulfilled					30% of Country obligations to SADC and AU fulfilled	50% of Country obligations to SADC and AU fulfilled	70% of Country obligations to SADC and AU fulfilled
	Deliver on the strategy for the AU Chairship	AU Chairship strategy implemented					Objectives of the AU strategy achieved	Assessment of SA AU Chairship	
	As AU Chair, South Africa must lead continental efforts aimed at resolving conflicts	Percentage of South Africa's commitments and efforts in order to resolve continental conflicts, honoured					100% of South Africa's commitments and efforts in order to resolve continental conflicts, honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts, honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts, honoured

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
3.3 South-South Cooperation									
South-South relations strengthened and consolidated in advancement of national and continental priorities	South-South cooperation utilised to pursue South Africa's national interest and advance the development agenda	Percentage alignment between the outcomes of South-South engagements and structure strategies	New indicator			100% alignment between the outcomes of South-South engagements and structure strategies	100% alignment between the outcomes of South-South engagements and structure strategies	100% alignment between the outcomes of South-South engagements and structure strategies	
3.4 North-South Dialogue									
Relations with the North leveraged in advancement of national and continental priorities	North-South cooperation utilised to pursue South Africa's national interest and advance the development agenda	Percentage of alignment between the outcomes of North-South engagements and structure strategies	New indicator			100% alignment between the outcomes of North-South engagements and structure strategies	100% alignment between the outcomes of North-South engagements and structure strategies	100% alignment between the outcomes of North-South engagements and structure strategies	

OUTPUT INDICATOR: ANNUAL AND QUARTERLY TARGETS					
OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
3.1 System of Global Governance					
A long-term strategy for South Africa's membership/candidatures developed	Develop a long-term strategy for South Africa's membership/candidatures and identify which memberships to pursue	Review South Africa's current international multilateral membership to determine the strategic value and derived value vs membership fees			Strategy for South Africa's membership/ candidatures developed and approved
Percentage of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development	85% of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development	85% of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development	85% of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development	85% of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development	85% resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development
Number of reports on South Africa's international reporting	Two reports on the implementation of South Africa's international	One report on South Africa's international		One report on South Africa's international	

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
3.3 South-South Cooperation					
Percentage alignment between the outcomes of South-South engagements and structure strategies	100% alignment between the outcomes of South-South engagements and structure strategies	100% alignment between the outcomes of South-South engagements and structure strategies	100% alignment between the outcomes of South-South engagements and structure strategies	100% alignment between the outcomes of South-South engagements and structure strategies	100% alignment between the outcomes of South-South engagements and structure strategies
3.4 North-South Dialogue					
Percentage of alignment between the outcomes of North-South engagements and structure strategies	100% alignment between the outcomes of North-South engagements and structure strategies	100% alignment between the outcomes of North-South engagements and structure strategies	100% alignment between the outcomes of North-South engagements and structure strategies	100% alignment between the outcomes of North-South engagements and structure strategies	100% alignment between the outcomes of North-South engagements and structure strategies

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PLANNING PERIOD

As DIRCO we are convinced that our focus must consistently be our priorities, action to advance the development of the African continent, support for advancing human rights, promotion of respectful co-operative relations between nations, active participation in achieving peaceful resolution of conflicts and of course support for measures to achieve increased robust and inclusive economic development. These are tough aspirations in a world that seems determined to be fractured and tense. Multilateral cooperation is thus identified as a main vehicle for advancing key foreign policy interests. As the global landscape of power and economy is changing, it is clear that the conditions for multilateralism are changing with it.

South Africa began serving its two-year term as an elected member of the United Nations Security Council on 1 January 2019. South Africa has used this tenure on the Council to promote the maintenance of international peace and security by advocating for the peaceful settlement of disputes and inclusive dialogue. In this regard, South Africa has endeavoured to play a leading role on African issues discussed by the Security Council, as well as actively engaging on issues outside the continent, including by playing a bridge-builder role.

During this time on the Council, South Africa continued to encourage closer cooperation between the UNSC and the AU and its Peace and Security Council. Importantly, the role of women in the resolution of conflict is emphasised and in this regard South Africa ensured that the women, peace and security agenda was the flagship of the Presidency of the Security Council in October 2019.

In the field of disarmament, non-proliferation and arms control, South Africa's participation in the relevant multilateral disarmament fora will seek to contribute to increased international peace and security, but also to create an enabling environment for growth and development. Beyond the eradication of illicit flows of conventional arms, South Africa will therefore continue to focus on nuclear disarmament and non-proliferation in order to address the threat posed by nuclear weapons. South Africa endeavoured to ensure that unwarranted restrictions are not imposed on the inalienable right to the peaceful use of nuclear energy required for our development, and that of fellow Africans.

In January 2020, South Africa assumed the Chair of the AU, and at the same time, the Chair of the Committee of African Heads of State and Government on Climate Change (CAHOSCC) and the African Peer Review Mechanism (APRM). The year will be challenging, but South Africa looks forward to working in partnership with Africa to improve the lives of South Africans and all Africans. South Africa is also one of the launching partners of the African Continental Free Trade Area, and we look forward to working together to address the remaining technical areas and so boost intra-African trade.

South Africa remains strongly committed to and invested in the Pan-African Project in support of building unity, inclusive economic development and a shared prosperity for the entire continent and its peoples. It will therefore be incumbent on Africa to be at the forefront of efforts to strengthen and capacitate the AU to more effectively address the challenges and harness the opportunities confronting Africa in a precarious, volatile and constantly evolving and shifting geo-political landscape. Increasingly, a global environment shaped by rising nationalism and unilateralism, and a retreat from the traditional rules-based multilateral system of global governance will present us all with steep challenges to navigate in repositioning the continent as a regional economic force to be reckoned with.

As such, further efforts will be made to build strong, sustainable and resilient regional and continental mechanisms able to support our national efforts to deliver sustainable and inclusive economic opportunities for South Africans, in particular women and youth, as a buffer against unrest, instability, terrorism and violent extremism on our continent. Democracy and good governance are critical to laying the foundations for sustainable development to take place in Africa. As such, South Africa has consistently called for full compliance with the norms and instruments of the AU in support of democracy and good governance on the continent

as articulated in the African Charter on Democracy, Elections and Governance and others, towards ensuring the achievement of sustainable and lasting peace in conflict and post-conflict settings in Africa.

Positive progress has been made in the past three years in entrenching democracy through the expansion of electoral democracy throughout the continent. It is significant indeed that in keeping with the spirit and letter of the African Charter on Democracy, Elections and Governance, the continent has witnessed a growing number of countries, including South Africa holding peaceful, free and credible elections. In this regard, it is instructive to note that in the period 2018 to 2019, 31 African countries held elections.

A strong, united and independent AU, working in partnership with regional organisations and arrangements is instrumental for the realisation of a continent free of war, conflict and underdevelopment, as encapsulated in the African Agenda 2063: "The Africa We Want". Moreover, within this broader objective, the AU's aspirational goal of "Silencing the Guns by the Year 2020" constitutes an essential building block for the achievement of the 2030 UN Sustainable Development Agenda.

This will require that we leverage AU-UN cooperation as an enabling platform in support of the AU Master Roadmap of Practical Steps to Silence the Guns in Africa by 2020.

The advancement of international law and a multilateral response to pressing global matters such as climate change, sustainable development, human rights law, terrorism, international criminal law, disarmament and non-proliferation, economic relations and the peaceful settlement of disputes will also continue. Respect for international law will carry on and form the basis for political and economic relations. The formulation and codification of international law through participating, among others, in the work of the International Law Commission, the Sixth (Legal) Committee of the UN and in the Asian African Legal Consultative Committee. The official South African Treaty Register will remain a source of information to assist South Africa in recording the agreements that have to be implemented and that can deliver prosperity to its citizens. South Africa's compliance with its international obligations to submit national reports in terms of international agreements and customary international law will continue to be monitored.

The department plans to continue to ensure compliance with all South Africa's international reporting obligations, as well as to enhance all continental cooperation towards South-South cooperation and North-South cooperation, while pursuing South Africa's national interest and advancement of the development agenda.

PROGRAMME 3: RESOURCE CONSIDERATIONS							
Subprogrammes	Audited outcome			Adjusted Appropriation	Medium Term Estimates		
Rand thousand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Global System of Governance	282 300	283 110	362 224	378 715	358 076	393 296	398 670
Continental Cooperation	91 503	74 593	70 235	82 834	90 963	69 551	72 700
South-South Cooperation	3 341	820	4 638	5 688	9 328	9 927	10 297
North-South Dialogue	85 799	86 785	88 647	71 306	77 940	75 355	76 226
Total	462 943	445 308	525 744	538 543	536 307	548 129	557 893

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Estimates		
Rand thousand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Compensation of employees	311 490	302 123	363 160	365 875	367 286	387 096	395 846
Goods and services	150 178	142 765	153 892	169 390	167 362	159 283	160 211
Transfers and subsidies	324	163	8 407	1 280	1 350	1 424	1 492
Payments for capital assets	951	257	285	1 998	309	326	344
Total	462 943	445 308	525 744	538 543	536 307	548 129	557 893



5.4 Programme 4: Public Diplomacy and Protocol Services

Purpose:	Communicate South Africa's role and position in international relations in the domestic and international arenas and provide Protocol Services
Subprogramme:	Public Diplomacy
Subprogramme:	State Protocol and Consular Services

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	Improved communication on global developments	An approved comprehensive Public Diplomacy (PD) Strategy	New indicator				Develop, implement and monitor the effectiveness of the PD Strategy	Review, update and monitor the effectiveness of the PD Strategy	Review, update and monitor the effectiveness of the PD Strategy
	Rapid and timeous support to missions on domestic and global developments	Number of key messages distributed to missions on domestic and global developments	New indicator				Nine sets of key messages distributed to missions on domestic and global developments	Nine sets of key messages distributed to missions on domestic and global developments	Nine sets of key messages distributed to missions on domestic and global developments
	Platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences.	Number of platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences:	19 public participation programmes (PPPs)	18 PPPs	13 PPPs	12 PPPs	12 PPPs	12 PPPs	12 PPPs
			186 media statements published	149 media statements published	153 media statements published	120 media statements published	90 media statements issued	90 media statements issued	90 media statements issued

Outcome	Outputs	Output indicators	Annual targets						
			Audited			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
			14 opinion pieces published	14 opinion pieces published	15 opinion pieces published	12 opinion pieces published	Nine opinion pieces published	Nine opinion pieces published	Nine opinion pieces published

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
An approved, comprehensive PD Strategy	Develop, implement and monitor the effectiveness of the PD Strategy	Develop and approve the PD Strategy	Implement and monitor the PD Strategy	Implement and monitor the PD Strategy	Implement and monitor the PD Strategy
Number of key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Three sets of key messages distributed to missions on domestic and global developments	Three sets of key messages distributed to missions on domestic and global developments	Two sets of key messages distributed to missions on domestic and global developments	One set of key messages distributed to missions on domestic and global developments
Number of platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences:	12 PPPs	Three PPPs	Three PPPs	Three PPPs	Three PPPs
	90 media statements published	20 media statements published	25 media statements published	25 media statements published	20 media statements published
	Nine opinion pieces published	One opinion piece published	Three opinion pieces published	Three opinion pieces published	Two opinion pieces published

STATE PROTOCOL AND CONSULAR SERVICES

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved compliance with the diplomatic regulatory framework	Professional protocol services rendered to all in and outgoing State, Official and Working Visits	Percentage of requests for protocol services rendered to all in and outgoing State, Official and Working Visits	New Indicator				100% of Protocol services rendered to all in and outgoing State, Official and Working Visits	100% of Protocol services rendered to all in and outgoing State, Official and Working Visits	100% of Protocol services rendered to all in and outgoing State, Official and Working Visits
	Consular services rendered	Percentage of requests for consular assistance rendered	100% (838) of consular services rendered	100% (664) of consular services rendered	100% (995) of consular services rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered
	Legalised services rendered	Percentage of documents legalised	100% (52 595) of documents legalised	100% (60 443) of documents legalised	100% (73 930) of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PLANNING PERIOD

Public Diplomacy (PD) will focus its budget allocation on expanding the reach of its platforms, with a specific focus on taking “foreign policy to the people”. The range of platforms include, but are not limited to the *Ubuntu Magazine*, *Ubuntu NewsFlash*, Ubuntu Radio, etc. These platforms inform, highlight and celebrate the achievements of government and non-state actors in projecting South Africa positively abroad and the role played by South Africa on the international stage. Other key platform are the Public Participation Programmes. These include public lectures, symposia, outreach programmes and engagement with government departments and other stakeholders. The branch will strengthen working relationships with like-minded institutions such as Brand SA, South African Tourism, etc. to continue to chart a uniquely South African image that aims to bring much-needed investment and tourism opportunities to our shores.

The current digital revolution and technological advances remain a key interest, and the branch’s key challenge, as the PD Strategy aims to invest in new technologies to broaden its current reach. As it has been effective and beneficial in the execution of its mandate, the branch aims to increase its reach on social media by expanding and strengthening its use of key social media platforms. These include platforms such as Facebook, Twitter, Instagram and YouTube to also complement Ubuntu Radio, which remains a key medium of communication in the execution of the PD Strategy and stimulation of dialogue on issues that affect South Africa, the continent and partners across the globe.

Consular Services provide assistance to South African nationals travelling, working, studying and/or living abroad. Emergency consular services can be described as services rendered to South African nationals who are distressed, destitute or seriously injured, and assistance rendered to the next of kin in case of death or being involved in natural or man-made disasters. Consular notarial services are another form of consular assistance rendered to South African citizens and foreign nationals requiring South African public documents to be legalised for use abroad. These services are rendered to provide legal validity to South African public documents to enable a person to use the documents outside South Africa.

PROGRAMME 4. RESOURCE CONSIDERATIONS

Subprogrammes	Audited outcome			Adjusted Appropriation	Medium Term Estimates		
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Public Diplomacy	75 527	72 576	78 042	82 302	72 920	76 613	80 248
Protocol Services	196 386	197 867	274 473	236 584	265 722	296 838	313 414
Total	271 913	270 443	352 515	318 886	338 642	373 451	393 662

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Estimates		
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Compensation of employees	157 114	171 053	182 967	194 462	197 922	213 594	225 968
Goods and services	114 264	98 172	167 084	123 639	138 990	158 031	165 781
Transfers and subsidies	515	1 174	870	785	1 698	1 792	1 877
Payments for capital assets	20	44	1 594	-	32	34	36
Total	271 913	270 443	352 515	318 886	338 642	373 451	393 662



5.5 Programme 5: International Transfers

Purpose: Fund membership fees and transfer to international organisations

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
To strengthen multilateralism through membership fees and contributions	South Africa fulfilling its continental and global responsibilities	Delivery of payments to international organisations	581,5	657,4	1155,6	Payments of South African contributions to international organisations in full and on time	Payments of South African contributions to international organisations in full and on time	Payments of South African contributions to international organisations in full and on time	Payments of South African contributions to international organisations in full and on time

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	
Delivery of payments to international organisations	Payments of South African contributions to international organisations in full and on time	As per assessment schedules

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PLANNING PERIOD

The department will continue to transfer payments which arise from obligations undertaken by South Africa at an international, regional and sub-regional multilateral levels. The payments, which are made by the department generally take the form of:

- membership dues to organisations such as the United Nations (UN), African Union (AU), Southern African Development Community (SADC) and the Commonwealth.
- contributions to peacekeeping operations of the UN
- meetings of state parties (parties to international treaties) of which South Africa is a member, and in which South Africa has participated
- voluntary pledges that South Africa has made to international organisations for the purpose of humanitarian assistance, technical assistance, etc

PROGRAMME 5. RESOURCE CONSIDERATIONS

Subprogrammes	Audited outcome			Adjusted Appropriation	Medium Term Estimates		
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Departmental Agencies	31	22 243	3 892	5 637	5 859	61 675	63 968
Membership Contribution	822 355	559 302	72 022	799 274	84 5535	667 261	692 601
Total	822 386	581 545	759 014	855 611	903 994	728 936	756 569

Economic Classification	Audited outcome			Adjusted Appropriation	Medium Term Estimates		
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Transfers and subsidies	822 386	581 545	75 914	855 611	903 994	728 936	756 569
Total	822 386	581 545	759 014	855 611	903 994	728 936	756 569



6. Updated Key Risks

OUTCOME	KEY RISKS	RISK MITIGATION
<p>A modern, effective department with capable and skilled employees that is committed to the excellent execution of South Africa's foreign policy</p>	<ul style="list-style-type: none"> • Impact of foreign exchange fluctuations • Outdated ICT system • Adaptation to digital change • Ineffective and inefficient systems • Inadequate Head Office-Mission interface 	<ul style="list-style-type: none"> • Structured change management processes • Up-skilling and reskilling of personnel • Improve systems • Improve support to missions
<p>Leveraged bilateral, political, economic and social relations to achieve the objectives of the National Development Plan and the Medium Term Strategic Framework priorities</p>	<ul style="list-style-type: none"> • Unexpected and unforeseen international changes • Inadequate interface between some key stakeholders both at Missions and Head Office 	<p>To be agile and responsive to international changes, engage in scenario planning and forecasting and to also consider reprioritisation in response to international changes.</p>
<p>Increased foreign direct investment and contributed to economic growth in South Africa</p>	<ul style="list-style-type: none"> • Unexpected and unforeseen international changes • Sectors working in isolation • Lack of synergy between Partner departments • Perception by foreign investors that their investments in South Africa would not be secured/protected as a result of a poor understanding of South Africa's national policies leading to a reluctance by them to invest in the country 	<ul style="list-style-type: none"> • To be agile and consider reprioritisation in response to international changes • Enhance interdepartmental coordination mechanisms

OUTCOME	KEY RISKS	RISK MITIGATION
Increased regional integration	<ul style="list-style-type: none"> • Influence from outside the region on the implementation of the SADC programme as encapsulated in the SADC Blue prints • Lack of financial resources within the SADC Secretariat in the implementation of Summit and Council Decisions as well as SADC work programme • Lack of political will and resources within the member states to implement programmes and projects • Potential for destabilising developments in the region 	<ul style="list-style-type: none"> • Engage SADC member states bilaterally on the implementation of SADC decisions • To engage international cooperating partners (ICPs) to secure funding without preconditions for the implementation of identified SADC programmes/projects • Engage SADC member states bilaterally on their respective responsibilities to work towards the implementation of SADC decisions • Placing South Africa as a credible interlocutor on the international stage
Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions	Undermining of collective initiatives aimed at strengthening multilateralism	Strengthened multilateral alliances to mitigate the negative effects of unilateral actions
United and politically cohesive continent that works towards shared prosperity and sustainable development	<ul style="list-style-type: none"> • Negative external actor involvement • Potential for destabilising developments on the continent 	Increased AU coordination and regional economic community cohesion
South-South relations strengthened and consolidated in advancement of national and continental priorities	Divisions within the South	Coordinated approach to issues of common concern
Relations with the North leveraged in advancement of national and continental priorities	Unexpected and unforeseen international changes Lack of synergy between Partner departments	To be agile and consider reprioritisation in response to international changes Enhance interdepartmental coordination mechanisms
Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	<ul style="list-style-type: none"> • Outdated technology • Divergent views emanating from South Africa on foreign policy 	<ul style="list-style-type: none"> • Digital transformation, modernisation of ICT • Stronger interdepartmental coordination on international relations activities

OUTCOME	KEY RISKS	RISK MITIGATION
Improved compliance with the diplomatic regulatory framework	Dependencies on key stakeholders Lack of cooperation with key stakeholders	<ul style="list-style-type: none"> Improved communication Strengthen partnerships with signed memoranda of understanding Enforcement in terms of the diplomatic legal framework



7. Public Entities

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES	CURRENT ANNUAL BUDGET
African Renaissance and International Cooperation Fund (ARF)	To enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, social-economic development and integration, humanitarian assistance and human resource development	Disbursement of development aid to enhance cooperation between the Republic and other countries to: <ul style="list-style-type: none"> promote democracy and good governance contribute to prevention and resolution of conflict support socio-economic development and integration provide humanitarian assistance 	R 47,840 million



8. Infrastructure Projects

MAINTENANCE TABLE						
Project Name	Project Description	Outputs	Project Start date	Project Completion date	Total estimated project cost	Current year expenditure (2019/20)
The Hague Official Residence: Maintenance	Replacement of Boilers	Boilers replaced	2020/2021	2020/2021	R 600 000.00	R 0
Namibia Chancery: Maintenance	Replacement of lift	Lift replaced	2020/2021	2020/2021	R1 000 000.00	R 0
Copenhagen Chancery & Official Residence: Maintenance	Attending to rising damp, security and heating system	Systems replaced	2020/2021	2021/22	R 3 900 000.00	R 0
Munich Official Residence: Maintenance	Repair and replacement of pipes, electrical system	Repaired / replaced systems	2020/2021	2021/22	R 2 500 000.00	R 0
Vienna Chancery & Official Residence: Maintenance	Replace sewage and electrical systems, damp proofing, upgrade bathrooms	Replaced systems	2020/2021	2021/22	R 9 300 000.00	R 0



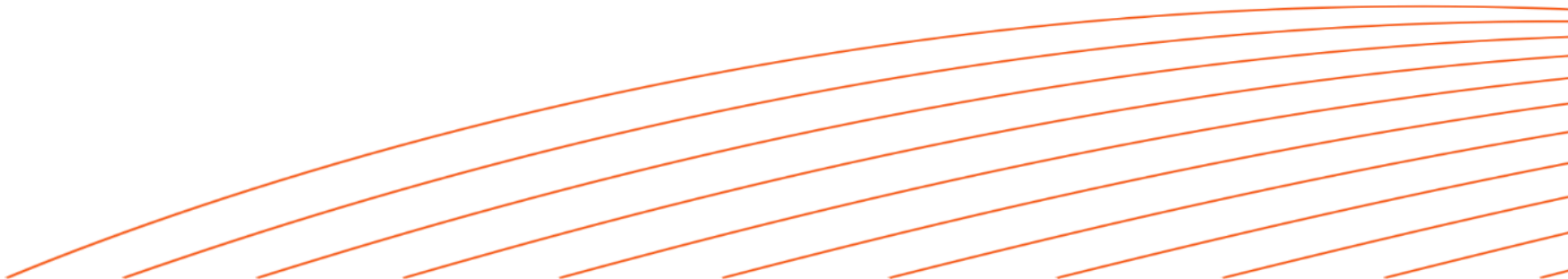
9. Public-Private Partnership (PPP)

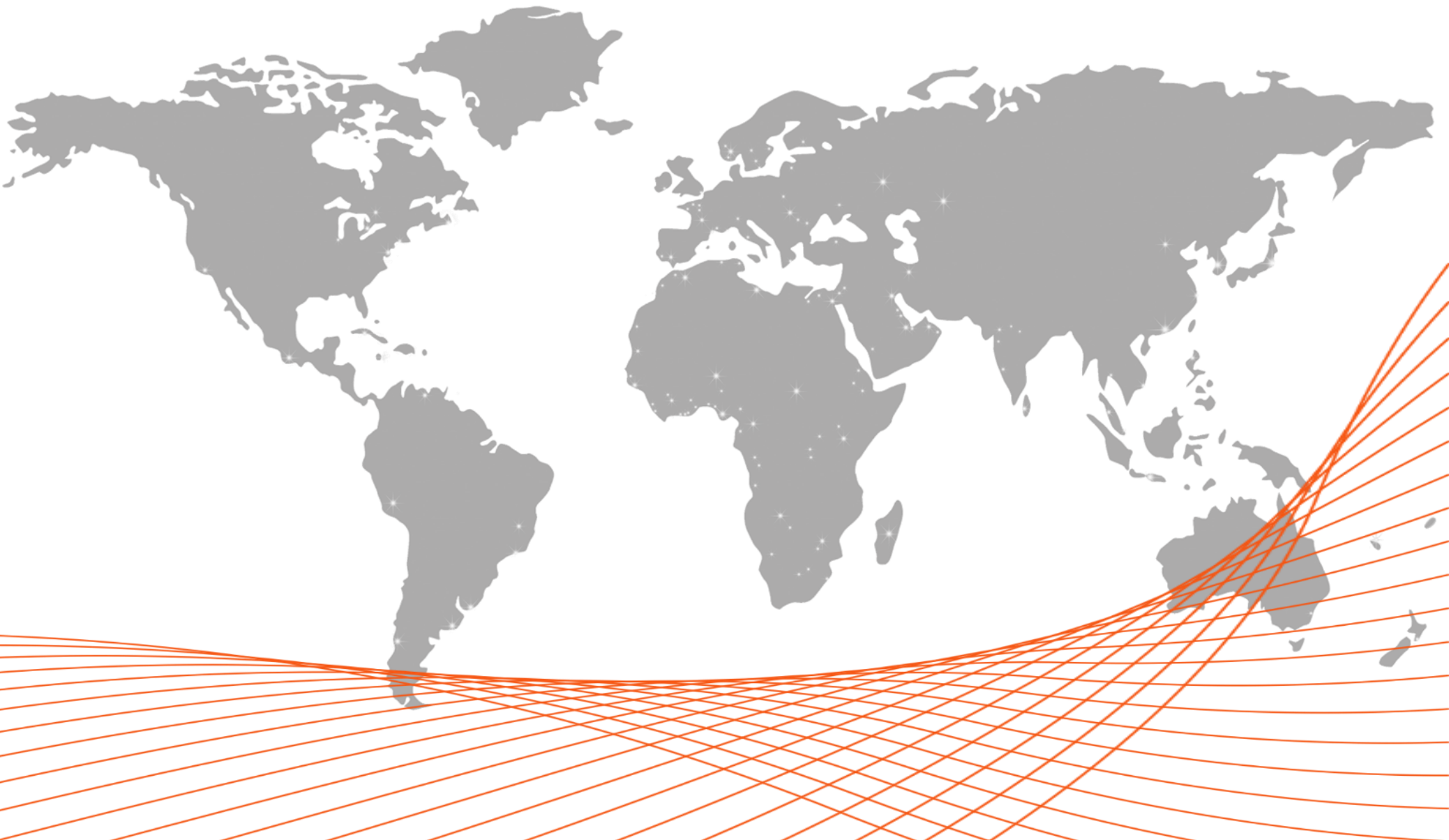
PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
<p>Head Office accommodation for the Department of International Relations and Cooperation</p>	<p>Financing, design, construction, operation and maintenance of a Head Office and guesthouse facilities</p> <p>Financing, design, renovation and structural maintenance of state-owned guesthouse facility</p>	<p>New Head Office and guesthouse constructed</p> <p>Head Office and guesthouse maintained and operated by on-site facilities management company</p> <p>Furniture, fittings and equipment installed, maintained and replaced at agreed intervals</p> <p>State-owned guesthouse renovated and structurally maintained</p>	<p>2019/20 unitary fee: R 256 811 486 per annum (including VAT)</p>	<p>September 2034</p>



PART D

TECHNICAL INDICATOR DESCRIPTION (TID)





INDICATOR TITLE	ENHANCED DIGITAL ENVIRONMENT
DEFINITION	In order to enhance the digital environment the Department of International Relations and Cooperation needs to have a detailed roadmap which will include the development and approval of the strategy and a detailed implementation plan. In order to ensure the appropriateness, the strategy needs to be monitored and assessed to determine the relevance of the strategic direction.
SOURCE OF DATA	Chief Directorate: ICT
METHOD OF ASSESSMENT	Assess whether the digital strategy is adopted and that the implementation is in line with the adopted strategy (qualitative)
MEANS OF VERIFICATION	Adopted strategy
ASSUMPTIONS	Buy-in from key stakeholders
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	On target
INDICATOR RESPONSIBILITY	Office of the Chief Information Officer (CIO)

INDICATOR TITLE	IMPROVED AUDIT OUTCOME THROUGH SOUND ADMINISTRATION AND GOOD GOVERNANCE
DEFINITION	Sound administration and good governance systems are necessary to manage resources in an effective and efficient way. To promote good corporate governance, sound administration and practices. To provide strategic support, management and administration. To exercise oversight responsibility regarding financials, compliance and related internal controls. To prepare financial statements without material misstatements (credible asset register, cash and cash equivalents addressed) in order to improve the audit outcome from qualified to unqualified audit. Unqualified with no audit findings.
SOURCE OF DATA	Office of the Chief Financial Officer
METHOD OF ASSESSMENT	The performance will be assessed through the Auditor-General's audit report (qualitative)
MEANS OF VERIFICATION	AGSA audit report
ASSUMPTIONS	Audit action plan implemented and monitored and lead to improvement in audit outcome
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Unqualified audit opinion
INDICATOR RESPONSIBILITY	Office of the Chief Financial Officer

INDICATOR TITLE	THREE IDENTIFIED ASPECTS OF A CENTRE OF EXCELLENCE IN FOREIGN SERVICE TRAINING IMPLEMENTED
DEFINITION	The academy, as the centre of learning and development to contribute to the excellent execution of South Africa's foreign policy, has identified three aspects to define itself as a centre of excellence in foreign service training. It has identified an ISO QMS, Capacity to deliver language training and is recognised by its peers through partnerships forged. The Diplomatic Academy will deliver quality programmes that adhere to international standards and the standard for the management thereof will be linked to have a certified Quality Management. It is furthermore imperative that for this diplomatic corps to function optimally, foreign language proficiency is vital and the academy will enhance its capability to offer such. The importance of establishing partnerships and networks with strategic institutions both at the national and international level will be prioritised in pursuit of the objective of striving to be a centre of excellence.
SOURCE OF DATA	Chief Directorate: Foreign Service Training and International School
METHOD OF ASSESSMENT	Assess whether the ISO certificate is current, there is a framework guiding partnerships and whether there is a plan to build capacity for the language training of the official AU/UN languages (qualitative)
MEANS OF VERIFICATION	Valid ISO certificate, framework for partnerships, language training reports
ASSUMPTIONS	The Diplomatic Academy is capable of offering quality training
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desirable - Maintaining ISO certified QMS
INDICATOR RESPONSIBILITY	Chief Directorate: Foreign Service Training and International School

INDICATOR TITLE	NUMBER OF INITIATIVES TO MAINSTREAM GENDER, YOUTH AND PEOPLE WITH DISABILITIES
DEFINITION	Initiatives undertaken towards creating an enabling environment for the promotion of gender empowerment, youth development and people with disabilities. The department will track initiatives on promoting gender empowerment, youth development and for people with disabilities.
SOURCE OF DATA	Chief Directorate: Transformation Programme and Organisational Development
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Signed reports, attendance registers
ASSUMPTIONS	Active participation in initiatives, officials declare their disabilities
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Target for women: 6 Target for youth: 2 Target for people with disabilities: 2
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desirable
INDICATOR RESPONSIBILITY	Chief Directorate: Transformation Programme and Organisational Development

INDICATOR TITLE	FOREIGN SERVICE ACT (FSA) IMPLEMENTED
DEFINITION	The Act is aimed at professionalising South Africa's foreign service. It creates an enabling administrative and management framework through which the Foreign Service will be managed and regulated in a consolidated and coherent manner.
SOURCE OF DATA	DDGs responsible for the various work streams as per Terms of Reference adopted by the DGF
METHOD OF ASSESSMENT	Performance will be assessed through reports (qualitative)
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	<p>The FSB has been signed into law.</p> <p>There might not be resources (budget and human capital) to implement the FSA</p> <p>Other spheres of government might not adhere to the Act and guidelines in their international interactions</p>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desirable
INDICATOR RESPONSIBILITY	DDGs responsible for the various work streams as per Terms of Reference adopted by the DGF

INDICATOR TITLE	PERCENTAGE OF LEGAL ADVICE AND SERVICES RENDERED
DEFINITION	OCSLA (IL) provides legal advice, legal services and policy advice to all aspects of domestic and international law
SOURCE OF DATA	Statistics from Legal services
METHOD OF CALCULATION	The method of calculation is the denominator (requests for legal advice) and numerator (legal advice provided).
MEANS OF VERIFICATION	Quarterly reports and registers
ASSUMPTIONS	There are written requests for legal advice
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	On target - 100% of legal advice and services rendered
INDICATOR RESPONSIBILITY	OCSLA (IL)

INDICATOR TITLE	PERCENTAGE OF STRUCTURED MECHANISMS REVIEWED TO ALIGN IT TO THE ACHIEVEMENT OF THE NDP AND MTSF
DEFINITION	South Africa strengthens and consolidates its political, economic and social relations through the outcomes of structured bilateral mechanisms and high-level visits. Structured bilateral mechanisms refers to numerous regularised and formalised meetings that South Africa has with other countries. These meetings usually take place in an agreed format and time frame pursuant bilateral communiqués, agreements and/or other high-level decisions. It is important to evaluate South Africa's current bilateral relations and update the structured mechanisms. It is of great importance to track the outcomes of these scheduled meetings as they promote SA's national priorities and interests.
SOURCE OF DATA	Bilateral Branches
METHOD OF CALCULATION	The method of calculation is the denominator (total signed structured mechanisms) and numerator (structured mechanisms reviewed)
MEANS OF VERIFICATION	Signed/approved reports and submissions
ASSUMPTIONS	Revisions are negotiated and agreed to by both parties
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Once
DESIRED PERFORMANCE	On target
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

INDICATOR TITLE	NUMBER OF REGIONAL REPORTS ON OUTCOMES OF STRUCTURED BILATERAL MECHANISMS AND HIGH-LEVEL VISITS SHOWING DELIVERY AGAINST THE NDP AND MTSF AS IDENTIFIED IN THE COUNTRY STRATEGIES
DEFINITION	In order to have a more focussed approach during bilateral engagements, country strategies will be developed in consultation with partner departments. Outcomes from all these engagements will be assessed against the objectives as identified in the country strategy, a quarterly report will be prepared measuring achievement against the relevant country strategies.
SOURCE OF DATA	Bilateral Branches
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Signed/approved reports and submissions
ASSUMPTIONS	South Africa objectives can be pursued with the identified bilateral partner
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desired – alignment between country strategies against domestic priorities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

INDICATOR TITLE	NUMBER OF REGIONAL INVESTMENT STRATEGIES AND QUARTERLY PROGRESS REPORTS
DEFINITION	When drafting the country strategies to guide South Africa's bilateral relations with identified countries and the continent, an assessment will guide in terms of whether there are investment opportunities. A quarterly report will consider the bilateral engagements during the quarter and what investment opportunities were identified and pursued.
SOURCE OF DATA	Bilateral Branches
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Signed/approved reports and submissions
ASSUMPTIONS	Investment opportunities exist that can be pursued
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

INDICATOR TITLE	NUMBER OF REGIONAL TRADE STRATEGIES ALIGNED WITH THE NES AND QUARTERLY PROGRESS REPORTS
DEFINITION	The MTSF has identified sourcing of new markets for South African products. The department, when drafting the country strategies to guide bilateral relations, will explore the trade opportunities and consider how to implement the National Export Strategy.
SOURCE OF DATA	Bilateral Branches
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Signed/approved reports and submissions
ASSUMPTIONS	Partner departments work together towards the same MTSF goal
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

INDICATOR TITLE	NUMBER OF REGIONAL TOURISM REPORTS ON TOURISM PROMOTION EVENTS TO PROMOTE SOUTH AFRICA AS A PREFERRED TOURIST DESTINATION, THE OPPORTUNITIES AND BARRIERS
DEFINITION	Engagements in tourism events with sector role-players (travel agencies and tour operators) in host governments in a concerted effort to promote South Africa as a favourable tourism destination for business and leisure (Meetings, Incentives, Conferences and Events [MICE]) and as a safe and value for money destination of choice. It is also part of the mission activities to promote South Africa at events such as national days. It is also important for missions to identify the opportunities for increased tourist arrivals to South Africa, as well as the barriers
SOURCE OF DATA	Bilateral Branches
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Signed/approved reports and submissions
ASSUMPTIONS	Tourism promotion events take place as scheduled.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desired – an increase in tourist arrivals to contribute towards the achievement of South Africa's domestic priorities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

INDICATOR TITLE	NUMBER OF BI-ANNUAL ASSESSMENT OF SOUTH AFRICA'S CONTRIBUTION TOWARDS: <ul style="list-style-type: none"> • PEACE • STABILITY • SOCIO-ECONOMIC DEVELOPMENT • GOOD GOVERNANCE • DEMOCRACY; AND • THE IMPLEMENTATION OF THE REVISED REGIONAL INDICATIVE STRATEGIC DEVELOPMENT PLAN (RISDP)
DEFINITION	South Africa participates in regional meetings and structures in order to enhance regional integration and needs to regularly assess its participation against the regional integration agenda. SADC has developed a RISDP for member states with specific projects to advance regional integration. The department will submit an annual progress report on behalf of South Africa to the secretariat, reflecting progress made by South Africa in terms of the priorities of the RISDP.
SOURCE OF DATA	Chief Directorate SADC
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Signed/approved reports and submissions
ASSUMPTIONS	Partner departments submit the required information, indicating if there is progress in South Africa against the prioritised projects in the RISDP
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	Higher performance is desired – effective contribution towards peace, stability, socio-economic development, good governance, democracy and regional integration; and the implementation of the revised RISDP towards the achievement of South Africa's domestic priorities.
INDICATOR RESPONSIBILITY	Deputy Director-General: Africa

INDICATOR TITLE	A LONG TERM STRATEGY FOR SA MEMBERSHIP /CANDIDATURES
DEFINITION	South Africa's multilateral engagements are premised on the need to advance the priorities reflected in the National Development Plan (NDP) as well as the Development Agenda of developing countries. In order to influence the global processes, South Africa has to identify and take up positions (at expert level and on a country level) at influential multilateral bodies where South Africa can influence the agenda setting in the system of global governance. Most of these positions are available on a rotational basis. South Africa needs to field a suitable candidate and lobby for support in order to get the candidate elected.
SOURCE OF DATA	GGCA
METHOD OF ASSESSMENT	Assessment in terms of the strategy developed and implemented (qualitative)
MEANS OF VERIFICATION	Reports, submissions, outcomes, electoral results
ASSUMPTIONS	That positions are available and that South Africa can lobby for its election to these bodies
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Bi-annual
DESIRED PERFORMANCE	Greater representation in strategic multilateral structures, accompanied by effective participation in advancing national priorities in meetings/discussions.
INDICATOR RESPONSIBILITY	GGCA

INDICATOR TITLE	PERCENTAGE OF RESOLUTIONS AND OUTCOMES OF MULTILATERAL/MULTISTATE ORGANISATIONS REFLECTING SOUTH AFRICA'S INTERESTS AND THE AFRICAN AGENDA ON PEACE AND SECURITY, HUMAN RIGHTS, ECONOMIC AND SOCIAL DEVELOPMENT
DEFINITION	South Africa's multilateral engagements are premised on the need to advance the priorities for South Africa itself as reflected in the NDP, as well as to advance the objectives of Agenda 2063 and Agenda 2030.
SOURCE OF DATA	Global Governance and Continental Agenda
METHOD OF CALCULATION	The method of calculation is the denominator (resolutions, outcomes, decisions) and numerator resolutions, outcomes, decisions aligned to South Africa's country positions)
MEANS OF VERIFICATION	Reports, submissions, outcomes, decisions and statements delivered
ASSUMPTIONS	Interdepartmental meetings taking place to agree on the SA position, having the South Africa position approved prior to SA participation at the international fora
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	South Africa is not in control of the outcomes of multilateral meetings and structures. Whether or not South Africa's national interests are reflected in these outcomes depends on negotiated agreements and consensus reached. In many cases the outcome represents the lowest common denominator.
INDICATOR RESPONSIBILITY	Global Governance and Continental Agenda

INDICATOR TITLE	NUMBER OF REPORTS ON SOUTH AFRICA'S INTERNATIONAL REPORTING OBLIGATIONS
DEFINITION	South Africa has an international obligation to submit national reports in terms of international agreements it is a party to. Line-function departments submit national reports, while DIRCO monitors the submission of the reports and provides feedback to Cabinet.
SOURCE OF DATA	OCSLA
METHOD OF CALCULATION/ASSESSMENT	Simple count (quantitative)
MEANS OF VERIFICATION	Report submitted by OCSLA
ASSUMPTIONS	The partner departments provide the required reports as per the reporting obligations
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Twice a year (bi-annual)
DESIRED PERFORMANCE	South Africa's 100% compliance with submitting National Reports
INDICATOR RESPONSIBILITY	OCSLA (IL)

INDICATOR TITLE	NUMBER OF MONITORING REPORTS ON SA CONTRIBUTION TO THE OPERATIONALIZATION OF IDENTIFIED AGENDA 2063 FLAGSHIP PROJECTS
DEFINITION	South Africa participates in the AU and its organs to advance the First Ten-Year Implementation Plan of Agenda 2063 and its identified flagship projects. The engagement is informed by South Africa's vision of an African continent which is prosperous, peaceful, democratic, non-racial, non-sexist and united, and which contributes to a world that is just and equitable. South Africa therefore endeavours to contribute to the operationalisation of identified Agenda 2063 flagship projects.
SOURCE OF DATA	GGCA
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Monitoring reports, AU progress reports
ASSUMPTIONS	The relevant partner departments that are the sector leads with the flagship projects, submit the information to DIRCO
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Once per annum
DESIRED PERFORMANCE	Target performance is desirable
INDICATOR RESPONSIBILITY	GGCA

INDICATOR TITLE	NUMBER OF ASSESSMENT REPORTS REFLECTING HOW THE OUTCOMES OF AFRICA PARTNERSHIPS ARE ALIGNED TO THE AU AGENDA 2063
DEFINITION	South Africa supports identified partnerships (Tokyo International Conference on African Development and Forum on China-Africa Cooperation) to advance Agenda 2063 in line with its vision of an African continent which is prosperous, peaceful, democratic, non-racial, non-sexist and united, and which contributes to a world that is just and equitable.
SOURCE OF DATA	GGCA
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Assessment reports,
ASSUMPTIONS	South Africa participates in the Africa Partnerships
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Twice
DESIRED PERFORMANCE	Target performance is desirable
INDICATOR RESPONSIBILITY	GGCA

INDICATOR TITLE	PERCENTAGE OF COUNTRY OBLIGATIONS TO SADC AND AU FULFILLED
DEFINITION	South Africa is a member to the AU and SADC, therefore South Africa will have to pay its membership fees as directed by SADC and the AU. Apart from membership fees certain commitments and undertakings can take place during SADC and AU meetings which may require South Africa to respond to such decisions. In 2020 South Africa serves as Chair of the AU and will therefore have to fulfil its obligation as AU Chair.
SOURCE OF DATA	GGCA
METHOD OF CALCULATION	The method of calculation is the denominator (South Africa's obligations to SADC and AU) and numerator (South Africa's obligations to SADC and AU fulfilled).
MEANS OF VERIFICATION	Approved submissions, programmes of action, outcomes reports, South African submissions into the AU processes, and communiqués, decisions and declarations issued by the AU and its various organs
ASSUMPTIONS	Obligations for SA as derived from outcomes form AU and SADC processes and meetings
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desirable
INDICATOR RESPONSIBILITY	GGCA

INDICATOR TITLE	AU CHAIRSHIP STRATEGY IMPLEMENTED
DEFINITION	South Africa will Chair the AU during 2020 to advance its national interest and values, to promote democracy and good governance, as well as peace and security, as necessary conditions for sustainable development, the African Renaissance and the creation of a better world for all. As Chair of the AU, South Africa identified certain objectives it wanted to achieve.
SOURCE OF DATA	GGCA
METHOD OF ASSESSMENT	Assess the implementation of the objectives identified in the AU Chair Strategy (quantitative)
MEANS OF VERIFICATION	Approved submissions, programmes of action, outcomes reports, South African submissions into the AU processes, and communiqués, decisions and declarations issued by the AU and its various organs .
ASSUMPTIONS	The implementation plan with allocated budget monitored in order to achieve the objectives identified for the South African AU Chairship
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Twice in the year of SA Chairship
DESIRED PERFORMANCE	Target performance is desirable
INDICATOR RESPONSIBILITY	GGCA

INDICATOR TITLE	PERCENTAGE OF SA COMMITMENTS AND EFFORTS IN ORDER TO RESOLVE CONTINENTAL CONFLICTS HONoured
DEFINITION	South Africa participates in AU structures and processes charged with the promotion of peace and security on the continent, which include the AU PSC and AU PCRD Committee on Sudan, among others. These forums are engaged with a view to strengthen the African Peace and Security Architecture (APSA) by supporting the operationalisation of the African Standby Force (ASF) and the Continental Early Warning System.
SOURCE OF DATA	GGCA
METHOD OF CALCULATION	The method of calculation is the denominator (South Africa's commitments and efforts to resolve continental conflicts) and numerator (South Africa's commitments and efforts honoured).
MEANS OF VERIFICATION	Approved programmes of action, outcomes reports, South African submissions into the AU processes, and communiqués, decisions and declarations issued by the AU and its various organs (not signed)
ASSUMPTIONS	Commitments and the resultant efforts for South Africa to resolve continental conflicts as derived from outcomes from AU processes and meetings.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Target performance is desirable
INDICATOR RESPONSIBILITY	GGCA

INDICATOR TITLE	PERCENTAGE ALIGNMENT BETWEEN THE OUTCOMES OF SOUTH-SOUTH ENGAGEMENTS AND STRUCTURE STRATEGIES
DEFINITION	Participation in meetings and organisations of developing countries, commonly referred to as countries of the South, allows for the development of common positions that reflect the needs of the developing countries and aim to exert greater influence in pursuing these positions within multilateral forums. This also relates to minilateral/plurilateral arrangements (e.g. BRICS) There are objectives for South Africa's engagement and its participation is to achieve those objectives.
SOURCE OF DATA	AME/GGCA
METHOD OF CALCULATION	The method of calculation is the denominator (South Africa's objectives as identified in the strategy for engagement) and numerator (outcomes of the engagements aligned to the objectives).
MEANS OF VERIFICATION	Signed reports and submissions, Media reports/statements Joint communiqué Agreed minutes, decisions and statements released (not signed)
ASSUMPTIONS	The negotiated outcome is in line with the identified objectives.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Targeted performance is desirable
INDICATOR RESPONSIBILITY	AME/GGCA

INDICATOR TITLE	PERCENTAGE OF ALIGNMENT BETWEEN THE OUTCOMES OF NORTH-SOUTH ENGAGEMENTS AND STRUCTURE STRATEGIES
DEFINITION	Strategic formations of the developed countries, usually referred to as countries of the North, are engaged to garner support for the African Agenda and the Agenda of the South. These are countries usually considered to have influence in the global arena and also with resources that can be channelled to the developing world. South Africa has identified what it wants to achieve through each of these engagements and needs to regularly assess whether it is achieving those objectives.
SOURCE OF DATA	Regional organisations
METHOD OF CALCULATION	The method of calculation is the denominator (South Africa's objectives as identified in the strategy for engagement) and numerator (outcomes of the engagements aligned to the objectives).
MEANS OF VERIFICATION	Approved desk and mission reports, agreed minutes, decisions and statements released after engagements and summits.
ASSUMPTIONS	The negotiated outcome is in line with the identified objectives
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Targeted performance is desirable
INDICATOR RESPONSIBILITY	Regional organisations

INDICATOR TITLE	AN APPROVED COMPREHENSIVE PUBLIC DIPLOMACY (PD) STRATEGY
DEFINITION	In order to have a better understanding and awareness of South Africa's foreign policy and to communicate it through professional PD services, the department will develop a comprehensive PD Strategy, and implement and monitor the effectiveness of the strategy.
SOURCE OF DATA	Public Diplomacy
METHOD OF ASSESSMENT	Performance will be assessed on the existence of a PD strategy (qualitative).
MEANS OF VERIFICATION	An approved comprehensive strategy and reports
ASSUMPTIONS	Not applicable
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Approved strategy and implementation reports
INDICATOR RESPONSIBILITY	Public Diplomacy

INDICATOR TITLE	NUMBER OF KEY MESSAGES DISTRIBUTED TO MISSIONS ON DOMESTIC AND GLOBAL DEVELOPMENTS
DEFINITION	In order to have a better understanding and awareness of South Africa's foreign policy and communicate through professional public diplomacy services, the department will draft key messages to be distributed to missions on domestic and global developments. This will assist the missions to send one message on key developments.
SOURCE OF DATA	Public Diplomacy
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Key messages/statements issued by Public Diplomacy on domestic and global developments.
ASSUMPTIONS	Key messages might be distributed late
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desirable
INDICATOR RESPONSIBILITY	PD

INDICATOR TITLE	NUMBER OF PLATFORMS UTILISED TO INFORM AND PROMOTE SOUTH AFRICA'S FOREIGN POLICY TO DOMESTIC AND INTERNATIONAL AUDIENCES
DEFINITION	<p>Different platforms are utilised by the principals, i.e. Minister and Deputy Ministers, to engage on domestic and international developments such as Public Participation Programmes (PPPs), media statements, opinion pieces and stakeholder publications.</p> <p>A PPP is an outreach, held by a principal, during which domestic audiences are engaged on South Africa's foreign policy. In instances where political principals are not available, they are represented by the DDG, DG or other government ministries.</p> <p>DIRCO utilises media statements and opinion pieces to inform opinion and communicate South Africa's foreign policy positions to domestic and international audiences. A media statement is a written communication directed at members of the media for the purpose of announcing something newsworthy, or keeping media informed of developments in the international arena.</p> <p>An opinion piece is a written expression of thoughts on a particular political issue.</p>
SOURCE OF DATA	Public Diplomacy
METHOD OF CALCULATION	Simple count
MEANS OF VERIFICATION	Media statements including press releases and media advisories published on the website and issued by DIRCO. Speeches, invitations and programmes on PPP events. Media statements issued by DIRCO; opinion pieces published.
ASSUMPTIONS	None
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desirable
INDICATOR RESPONSIBILITY	PD

INDICATOR TITLE	PERCENTAGE OF REQUESTS FOR PROTOCOL SERVICES RENDERED TO ALL IN AND OUTGOING STATE, OFFICIAL AND WORKING VISITS
DEFINITION	Incoming and outgoing international visits for Principals (State, Official, Working Visits). Exclusions are Courtesy Visits, Special Envoy, Special Visits and Private Visits. Principals refer to the President, Deputy President, Minister and Deputy Ministers of International Relations.
SOURCE OF DATA	State Protocol
METHOD OF CALCULATION/ASSESSMENT	The method of calculation is the denominator (requests received) and numerator (requests responded to). Total number of requests received versus requests responded to.
MEANS OF VERIFICATION	Signed quarterly schedule for confirmed international visits of Principals facilitated including initiation and approved/signed exit reports and/or submissions.
ASSUMPTIONS	Not all requests will be in writing, verbal requests will be noted as such. Sufficient resources.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	On target
INDICATOR RESPONSIBILITY	State Protocol

INDICATOR TITLE	PERCENTAGE OF REQUESTS FOR CONSULAR ASSISTANCE RENDERED
DEFINITION	To render consular services and to protect the interest of all South Africans abroad as contemplated in the Vienna Convention on Consular Relations, 1963. To monitor assistance provided by DIRCO to South Africans abroad as per the Vienna Convention governing consular relations.
SOURCE OF DATA	Consular statistics
METHOD OF CALCULATION/ASSESSMENT	The method of calculation is the denominator (requests received) and numerator (requests responded to). Total number of requests received versus requests responded to.
MEANS OF VERIFICATION	Signed statistics/reports
ASSUMPTIONS	Confirmation that requests received from a South African citizen
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	On target
INDICATOR RESPONSIBILITY	DDG: State Protocol and Consular Services

INDICATOR TITLE	PERCENTAGE OF DOCUMENTS LEGALISED
DEFINITION	Documents for use abroad are legalised and authenticated by the department. Documents accepted for legalisation are processed in accordance with the guidelines set in the Service Delivery Charter. Legalisation is guided by Chapter 20 of the Consular Handbook.
SOURCE OF DATA	Chief Directorate Consular Services
METHOD OF CALCULATION	The method of calculation is the denominator (requests received) and numerator (requests responded to). Total number of requests received versus requests responded to.
MEANS OF VERIFICATION	Signed statistics/reports/registers
ASSUMPTIONS	The authorised signatures from partner departments available
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	On target
INDICATOR RESPONSIBILITY	DDG: State Protocol and Consular Services



Glossary of Terminology

African Agenda

South Africa's future is inextricably linked to that of Africa. The continent is therefore the cornerstone of South Africa's foreign policy. The concept and term *African Agenda* has been developed to describe the principal motive underpinning South Africa's foreign policy for the last more than 20 years. This African Agenda rests on five key pillars: contribute to regional and continental peace, security, stability and sustainable development through the African Union (AU); advance Africa's socio-economic development through the New Partnership for Africa's Development; strengthen effective governance through mechanisms such as the African Peer Review Mechanism, seek cooperation through international partnerships in support of Africa's development; and develop regional economic communities as the building blocs for continental economic development and integration.

AUPCRD Committee for the Sudan

The AU Post-Conflict Reconstruction and Development Ministerial Committee for the Sudan was established in July 2003 to facilitate post-conflict reconstruction and development efforts in Sudan.

Bilateral relations

Bilateral relations are mainly conducted through formally accredited missions that spearhead on a daily basis the promotion of the national interests of the sending country. These relations cover a wide spectrum such as political, economic, science and technology, defence, consular and development cooperation, among others. South Africa conducts its diplomatic relations through 125 missions in 108 countries under the control of the Department of International Relations and Cooperation (DIRCO).

Strengthen relations

This terminology generally refers to diplomatic actions aimed at expanding and deepening the political, trade, social, financial, economic and security relationship and interactions between South Africa and another state. These actions can take many forms but usually pertain to state visits, official visits, working visits, structured bilateral mechanisms and the daily activities of diplomatic missions.

State Visit

A State Visit is the highest level of diplomatic contact between two countries and involves a formal visit by one Head of State on another Head of State at the invitation of the receiving Head of State. These are marked by ceremonial honours and protocol such as a 21-gun salute, a guard of honour, a state banquet hosted by the receiving Head of State and visits to historic landmarks. State visits are usually scheduled well in advance. A Head of State is usually accompanied by senior ministers and in the case of South Africa, also the Minister of International Relations and Cooperation. Nowadays, it is also the practice for a trade delegation to accompany a State Visit to strengthen economic relations and to network. State visits are usually also characterised by the signing of a number of key agreements and the issuance of a joint communiqué/declaration.

Official Visit	Official visits take place more frequently than state visits and can involve heads of state/government, deputy heads of state/government, ministers or deputy ministers, usually at the invitation of their counterparts. These visits usually accompany scaled-down ceremonial and protocol honours, depending on rank of the person concerned and the purpose of the visit. Such visits could also be termed working visits in certain cases. Working visits can take place without formal invitation and can be undertaken at the initiative of a foreign Head of State/Government, Cabinet member or member of a Royal Family. The visit does not involve ceremonial honours.
High-Level Meeting	The term <i>High-Level Meeting</i> is often employed to denote meetings of ministers and above. The content of these meetings could be the same for state and official visits.
Senior Officials' Meeting	The most common meetings are between senior officials, i.e. below Cabinet level. Meetings of this nature often convene to prepare for high-level meetings, exchange information and ideas, discuss technical issues, negotiate and draft agreements and communiqués/declarations, assess the implementation of previous agreements and/or decisions, as well as to clarify positions and develop common positions on issues of mutual interest.
Structured bilateral mechanism	<i>Structured bilateral mechanism</i> is a terminology reflecting the numerous regularised and formalised meetings that South Africa has with other countries. These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions. They usually comprise sub-committees or technical committees dealing with issues such as global governance, Africa, strengthening trade and investment relations, tourism promotion, science and technology cooperation, etc. Ministers and senior officials of departments concerned usually co-chair these sub-committees. Structured bilateral mechanisms are co-chaired from the President downwards to the level of senior officials. These meetings usually meet under various designations such as bi-national commissions, joint commissions, partnership fora, policy dialogue forum, policy forum, etc. The meetings usually alternate between the countries concerned and can take place every six months, annually and in certain cases every two years, depending on the importance of the issues on the agenda and the availability of the relevant ministers and senior officials. The structured bilateral mechanism is one of the most important and valuable foreign policy instruments for DIRCO to coordinate South African positions and activities towards a particular country and to advance South Africa's key priorities.
Early Warning	A concept utilised in conflict prevention referring to diplomatic analysis and reporting by states and regional bodies with the aim of preventing the outbreak of large-scale conflict through appropriate preventative diplomacy.

Multilateralism	A global system of interaction between states, which is particularly important to small and medium-sized states as it gives all participating states an equal voice and stake in programmes, projects and actions to address issues that affect their interests, those of their region and issues of global concern. This multilateral rules-based system is the main counterbalance to unilateral and collective actions undertaken by big and powerful states that exclude small and medium states.
Multilateral rules-based system	This system comprises all the United Nations (UN) bodies, agencies, funds, programmes and related organisations in association with the UN, as well as conventions and agreements that provide for inclusive and equal participation by all states.
Bretton Woods Institutions	The International Monetary Fund and International Bank of Reconstruction and Development were created by the Bretton Woods Agreement at the UN Monetary and Financial Conference in 1944 to manage global economic and financial relations.
Promotion of the multilateral system	Promoting the use and strengthening of the multilateral system of collective decision-making between states and countering the damaging effects of unilateral and collective actions undertaken by big and powerful states that exclude small and medium states such as South Africa.
Disarmament and non-proliferation	A system of multilateral agreements, conventions and controls in which all states can equally participate and which is aimed at ridding the world of weapons of mass destruction and limiting the spread and control the use of conventional weapons, including small-arms and light weapons.
Major international conferences	South Africa places great emphasis on multilateralism and the reform of global governance. To contribute to a better world and the reform of global governance, South Africa has hosted some major international conferences, the outcomes of which contribute to the advancements of humanity. DIRCO has a special responsibility to follow up on the outcomes and decisions of all major international conferences hosted since 1990.

United Nations (UN) Development

Agenda The UN Development was negotiated in New York as a follow-up to the Millennium Development Goals (MDGs). The result was the adoption of 17 Sustainable Development Goals (SDGs) under the heading “Transforming our World: The 2030 Agenda for Sustainable Development” in 2015. South Africa was among countries that were at the forefront of negotiating the development agenda

Repositioning of the UN Development

System (UNDS) In May 2018, the UN General Assembly (UNGA) adopted a landmark consensus resolution on the repositioning of the UNDS with the aim of better supporting member states towards the realisation of the 2030 Agenda for Sustainable Development. South Africa actively participated in the negotiations at the UN in New York to ensure that the UN Development Agenda continues to remain compatible with the development agenda of South Africa and the South, as well as African Union (AU) aspirations.

Agenda 2063 Agenda 2063: The Africa We Want is Africa’s blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent’s strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and the African Renaissance. The genesis of Agenda 2063 was the realisation by African leaders that there was a need to refocus and reprioritise Africa’s agenda from the struggle against apartheid and the attainment of political independence for the continent which had been the focus of the Organisation of African Unity (OAU), the precursor of the AU; and instead to prioritise inclusive social and economic development, continental and regional integration, democratic governance and peace and security, among other issues, aimed at repositioning Africa to becoming a dominant player in the global arena.

First 10-year Implementation Plan

(FTY-IP) The FTY-IP of Agenda 2063 (2013 – 2023) is the first in a series of five 10-year plans over the 50-year horizon of Agenda 2063’s time frame. The purpose for developing the 10-year plans are to:

- identify priority areas, set specific targets, define strategies and policy measures required to implement the FTYIP of Agenda 2063
- bring to fruition the fast-track programmes and initiatives outlined in the Malabo Decisions of the AU to provide the big push and breakthroughs for Africa’s economic and social transformation

- provide information to all key stakeholders at national, regional and continental levels on the expected results/outcomes for the first 10 years of the plan and assign responsibilities to all stakeholders in its implementation, monitoring and evaluation
- outline the strategies required to ensure availability of resources and capacities together with citizen's engagement in the implementation of the FTY-IP

The goals and priority areas of the FTYIP were influenced by four key factors:

- flagship projects/programmes of Agenda 2063
- near term national and regional economic communities (RECs) development priorities
- continental frameworks
- Agenda 2063 Results Framework

African Continental Free Trade Area

(AfCFTA)

The establishment of the AfCFTA which entered into force on 30 May 2019, is a key priority of Africa's Agenda 2063 and a flagship project for the continent. The AfCFTA is the world's largest single market of over 1.2 billion consumers, stimulating intra-Africa trade and investment, and growing gross domestic product (GDP) to US\$3.4 trillion.

Tripartite Free Trade Area (TFTA)

The TFTA is an initiative between three RECs *i.e.* the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern African Development Community (SADC) and will be achieved by amalgamating the economies of the three regions with a combined market of 26 countries, which constitute half of the member states of the AU, a population of 625 million people and a combined GDP of US\$833 billion. The TFTA is anchored on three pillars; market integration, infrastructure development, and industrial development and is a precursor to the vision of realising an economically integrated continent

Regional Economic Integration

South Africa's foreign policy is anchored in domestic priorities with the main aim of consolidating regional integration with particular emphasis on improving the political and economic integration of SADC. SADC and the Southern African Customs Union (SACU) are primary vehicles for regional economic integration. They are important building blocks to achieving the COMESA-EAC-SADC TFTA and the AfCFTA)

SADC's integration agenda is anchored on two tracks, namely political and security integration and economic integration. Critical to the objectives of regional economic integration is the realisation of the TFTA, as well as the AfCFTA; both aimed at boosting industrial and infrastructure development and enhancing intra-regional trade.

Strategic Partnership	A Strategic Partnership, such as that of Africa-European Union (EU), provides an overarching long-term framework for inter-continental relations aimed at promoting economic cooperation, sustainable development, peace, security, democracy, prosperity, solidarity and human dignity for the benefit of its members.
Economic Diplomacy	“Economic diplomacy” is the new reality in the achievement of national interests through diplomatic means, and is a complement to the traditional “political diplomacy”. DIRCO will use economic diplomacy in order to contribute in a more direct and concrete manner to achieve poverty eradication, job creation, and socio-economic development and growth, primarily by utilising the resource it has in its overseas missions.
Belt and Road Initiative (BRI)	China’s BRI aims to connect Asia, Europe, and Africa along five routes. The infrastructure projects that are part of the BRI, which mostly run through some of China’s poorest and least developed regions could provide a stimulus to help cushion the effects of the deepening slowdown of the Chinese economy. China is also hoping that, by improving connectivity between its underdeveloped southern and western provinces, its richer eastern coast, and the countries along its periphery, the BRI will improve China’s internal economic integration and competitiveness and spur a more regionally balanced growth. Moreover, the construction is intended to help make use of China’s enormous industrial overcapacity and ease the entry of Chinese goods into regional markets.
Pluralistic	A pluralistic society is a diverse one, where the people in it believe all kinds of different things and tolerate each other’s beliefs even when they don’t match their own. Pluralism is a social philosophy that seeks to allow many different viewpoints to coexist within a larger structure. A pluralist society, system of government or organization, contains many groups that keep their identities while also participating in the larger group.
Plurilateral	A plurilateral agreement is a multi-national legal or trade agreement between countries. In economic jargon, it is an agreement between more than two countries, but not a great many, which would be multilateral agreement.
Joint Comprehensive Plan of Action (JCPOA)	The JCPOA, more commonly known as the Iran nuclear deal or Iran deal, is an agreement on the Iranian nuclear programme between Iran and the P5+1 (the five permanent members of the United Nations Security Council: China, France, Russia, United Kingdom, United States, plus Germany, together with the European Union (EU)). On 8 May 2018 President Donald Trump announced the United States’ withdrawal from the JCPOA.

United States–Mexico–Canada Agreement

(USMCA)

The North American Free Trade Agreement (NAFTA) was renegotiated and replaced by the USMCA. The latter is expected to reshape North American economic relations and is in line with President Trump's aim to give American manufacturers an advantage over their competitors and gain increased market access for US farmers into the Canadian dairy market. On 20 June 2019, the Senate of Mexico ratified the agreement. Mexico's ratification procedure will be completed when the President announces the ratification in the Federal Register. The processes to ratify the agreement by the US and Canada are not completed yet.

India, Brazil, South Africa (IBSA) Fund

The IBSA Fund for the Alleviation of Poverty and Hunger has undertaken various projects in 21 partner countries. Since its inception in 2006, the fund has disbursed US\$36 million dollars in financial contributions with the aim of facilitating the implementation of 27 projects. The fund has been providing a unique opportunity for strengthening trilateral cooperation with developing countries through a steady flow of resources and continues to play an important role in sharing their respective developmental experiences.

Medium Term Strategic Framework

(MTSF) 2019 -2024

The MTSF is a high-level strategic document to guide the five-year implementation and monitoring of the National Development Plan (NDP) 2030. In line with the electoral mandate, it identifies the priorities to be undertaken during 2019 to 2024 to put the country on a positive trajectory towards the achievement of the 2030 vision. It sets targets for the implementation of the priorities and interventions for the five-year period and states the outcomes and indicators to be monitored.

The seven priorities derived from the 2019 Electoral Mandate and State of the Nation Address (SONA) are:

- **Priority 1:** A Capable, Ethical and Developmental State
- **Priority 2:** Economic Transformation and Job Creation
- **Priority 3:** Education, Skills and Health
- **Priority 4:** Consolidating the Social Wage through Reliable and Quality Basic Services
- **Priority 5:** Spatial Integration, Human Settlements and Local Government
- **Priority 6:** Social Cohesion and Safe Communities
- **Priority 7:** A Better Africa and World

African values of Ubuntu /

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.

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.

South Africa therefore accords central importance to its 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.

Global multilateral system of governance

This refers to a rules-based international system in which priorities in the economic, social welfare, human rights and security areas, aimed at improving the quality of life of all South African citizens, peoples of Africa and the rest of the developing world, are advanced.

Bearing in mind the centrality of the UN Charter and the principles of international law, South Africa promotes these global development, social, security and human rights issues through participation in the international debate, notably the UN system, its specialised agencies and other international fora, in order to promote a responsive and accountable global governance system to better answer the needs of vulnerable and developing countries.

Global balance of forces

The global system is still characterised by primary unipolarity and secondary multipolar features. This is reflected, among others, in the emergence of China as a world power and the rise of Asia, the quasi- autonomy of regional alliances such as the European Union, Latin American states, BRICS and other such cross-regional partnerships.

It also refers to how a country or grouping protects itself against another nation or group of nations by matching its power against the power of the other side.

Fourth Industrial Revolution (4IR)

The 4IR refers to a series of social, political, cultural, and economic upheavals that will unfold over the 21st century. Building on the widespread availability of digital technologies that were the result of the Third Industrial, or Digital, Revolution, the 4IR will be driven largely by the convergence of digital, biological, and physical innovations, such as the fifth generation wireless technology for digital cellular networks (5G), the Internet of Things, Machine Learning, artificial intelligence, genome editing, augmented reality, robotics and 3-D printing.

These technologies are rapidly changing the way humans create, exchange, and distribute value. The result of all this is societal transformation at a global scale. By affecting the incentives, rules, and norms of economic life, it transforms how we communicate, learn, entertain ourselves, relate to one another and how we understand ourselves as human beings. Furthermore, the sense that new technologies are being developed and implemented at an increasingly rapid pace, has an impact on human identities, communities, and political structures.

Regional Indicative Strategic

Development Plan (RISDP)

The RISDP is a comprehensive development and implementation framework guiding the Regional Integration Agenda of SADC over a period of 15 years (2005-2020). It is designed to provide clear strategic direction with respect to SADC programmes, projects and activities in line with the SADC Common Agenda and strategic priorities, as enshrined in the SADC Treaty of 1992. The original plan was approved by the SADC Summit in 2003. Through concrete priorities, programmes, and targets, the RISDP allows all parties involved to keep track of progress made, and to obtain guidance for prioritisation.

The ultimate objective of the plan is to deepen integration in the region with a view to accelerate poverty eradication and the attainment of other economic and non-economic development goals.

PRIORITY AREAS OF THE RISDP:

- Trade and Economic Liberalisation
- Regional Infrastructure and Services Development for Regional Integration
- Sustainable Food Security
- Social and Human Development
- Cross-cutting Issues, including Gender and Development, HIV and AIDS, Science and Technology, Environment and Sustainable Development, Private Sector, and Statistics.



List of abbreviations and acronyms

A	
ACP	African, Caribbean and Pacific Group of States
AfCFTA	African Continental Free Trade Agreement
AGOA	Africa Growth and Opportunity Act
ANA	African News Agency
AUC	African Union Commission
AU	African Union
AUPSC	AU Peace and Security Council
B	
BRICS	Brazil, Russia, India, China and South Africa
C	
COMESA	Common Market for Eastern and Southern Africa
CAHOSCC	Committee of African Heads of State and Government on Climate Change
D	
DDG	Deputy Director-General
DG	Director-General
DIRCO	Department of International Relations and Cooperation
DTRD	Diplomatic Training, Research and Development
E	
EAC	East Africa Community
EPA	Economic Partnership Agreement
EU	European Union
G	
G77	Group of 77 (plus China)
I	
IBSA	India, Brazil and South Africa Dialogue Forum
IMF	International Monetary Fund
IORA	Indian Ocean Rim Association
M	
MTSF	Medium Term Strategic Framework

N	
NDP	National Development Plan
NSDS	National Skills Development Strategy
O	
OECD	Organisation for Economic Cooperation and Development
P	
PTA	Preferential Trade Agreement
R	
RISDP	Regional Indicative Strategic Development Plan
S	
SACU	Southern African Customs Union
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
T	
TFTA	Tripartite Free Trade Area
TIDCA	Trade, Investment and Development Co-operation Agreement
TNPW	Treaty on the Prohibition of Nuclear Weapons
U	
UN	United Nations
UNDP	United Nations Development Programme
UNSC	United Nations Security Council
W	
WEF	World Economic Forum
WIPO	World Intellectual Property Organisation
WTO	World Trade Organisation



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