

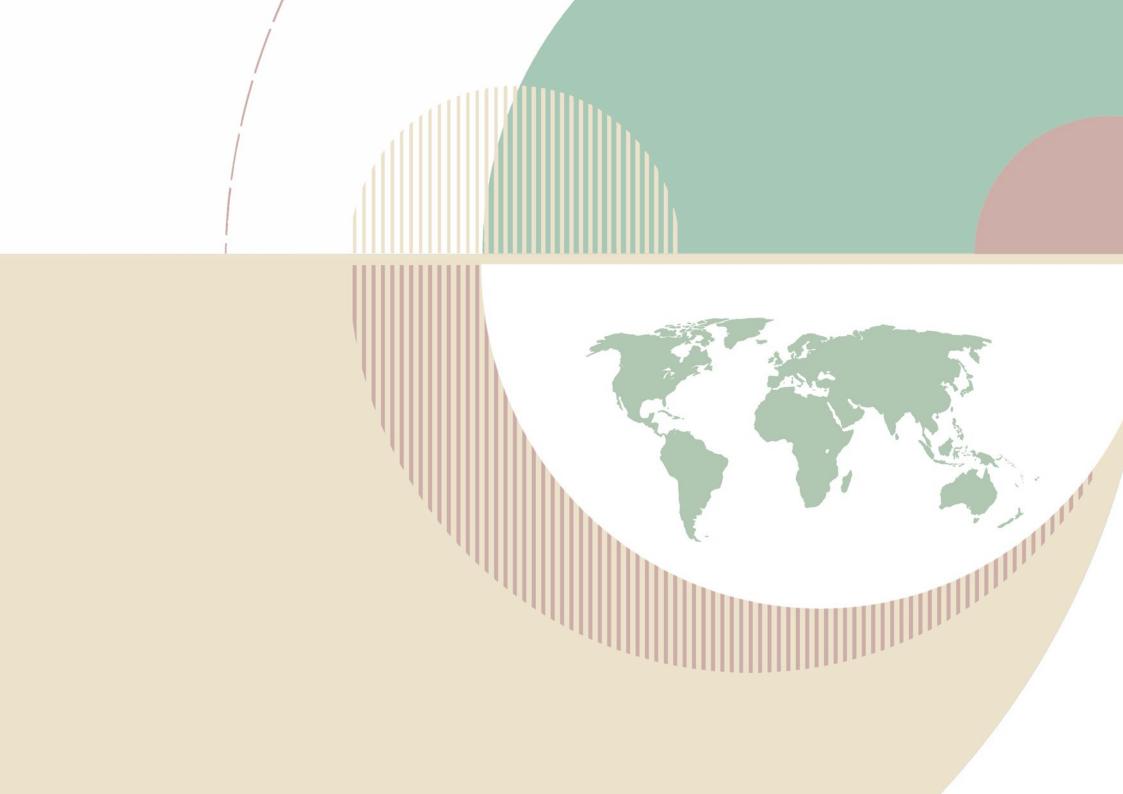
Department of International Relations and Cooperation (DIRCO)

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FOREWORD BY THE MINISTER OF INTERNATIONAL RELATIONS AND COOPERATION

hereby present the Annual Performance Plan (APP) of the Department of International Relations and Cooperation (DIRCO) for the year 2022/23.

This APP is reflective of the priorities in the 2020 – 2025 Strategic Plan. It consolidates the gains, remedies the deficiencies of our previous performance and sets out what needs to be done to achieve the goals included in the Strategic Plan.

Unfortunately, as we start this new financial year, the economic challenges we face as a result of the impact of the two-year long global COVID-19 pandemic, persist. Thousands of South Africans have died from the virus, and our economy, as is the case globally, has been put under severe strain. Now, more than ever, South Africa has to grapple with the triple challenges of unemployment, poverty and inequality.

Following the directive given by the President during his State of the Nation Address (SoNA) on 10 February 2022 on the need to grow the economy, and in light of the present situation of deep poverty, unemployment and inequality in the country, aggravated by the COVID-19 pandemic, DIRCO will continue with its focus on economic diplomacy in support of the President's initiatives. This work will build on the foundation of the Economic Reconstruction and Recovery Plan (ERRP), which remains the common programme to rebuild the economy.

Prior to the President's SoNA, our missions abroad had focussed on showcasing the many investment opportunities available in various sectors of our society, in order to contribute to growing the economy. This work will continue this year.

During South Africa's Chairship of the African Union, President Cyril Ramaphosa played a critical role in securing much-needed vaccines for Africa. In his SoNA, the President emphasised that South Africa would increase its efforts to develop Africa's ability to manufacture vaccines and we look forward to the support of our missions, especially in Africa, to make this a reality.

As we start the new financial year, our work will be impacted by various challenges that exist in the international environment, such as the long-term impact of COVID-19 on the welfare and financial well-being of the world, an increasing trend towards unilateralism, protectionism, nationalism, populism and an inward-looking focus on countries' domestic priorities. Strong tendencies to pursue national interests and the fragmentation of global decision-making are emerging.

DIRCO will, therefore, be required to engage strategically in this uncertain international environment and use its strong bilateral footprint and respected multilateral presence to continue to advance the interests and values of South Africa, Africa and the Global South. 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 Medium Term Strategic Framework (MTSF).

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.

In the execution of its foreign policy, South Africa has continued to be a principled exponent of advancing the African Agenda and contributing to the maintenance of global peace and security, as well as building a better world. South Africa's national interest is based on promoting the well-being, socio-economic development and upliftment of her people, and advancing the prosperity of the region and the continent within a better world.

As Africa remains central to South Africa's foreign policy, it is, therefore, important that during 2022/23 there should be continuation of the focus areas identified for 2020 – 2025, namely:

- A united and politically cohesive continent that works towards shared prosperity and sustainable development.
- b. Enhanced regional integration with increased and balanced trade within the Southern African Development Community and on the continent by supporting the commencement of trading under the African Continental Free Trade Area. South African companies are poised to play a key role in taking up the opportunities that this presents for preferential access to other African markets. The Free Trade agreement is about Africa taking charge of its destiny and growing its economies faster.
- c. Promoting peace, security and stability on the continent.
- d. Capitalising on South Africa's membership and engagements in various international fora to advance the African Agenda.

DIRCO has a dynamic role to play in the improvement of the lives of South Africans by utilising its bilateral relations and global footprint effectively and profitably. This includes identifying strategic opportunities for skills and knowledge development, and targeted investments and growing markets for South Africa's products and services, in an integrated and inclusive manner. 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 execution of our foreign policy is predicated on the achievement and pursuit of our national priorities in a manner that contributes positively to the well-being of people through promoting justice, peace and sustainable development in the region, the continent and the world.

The department, guided by the seven MTSF strategic priorities, will continue to work with all relevant government departments towards a more focussed execution of South Africa's foreign policy. DIRCO will also, as part of the whole-of-government approach, work towards contributing towards government's domestic policies for economic growth as expressed in the ERRP and SoNA. In this manner, DIRCO will be able to increasingly contribute, in a more direct and concrete manner, to inclusive economic growth and a capable and ethical state.

The department is working to strengthen the institutional capacities to enhance its abilities to implement its identified strategic objectives for the next five years. This work includes aligning the structure of the organisation to better implement its strategic plan and the priorities of the MTSF 2019 – 2024, improving financial management to ensure good stewardship of its allocated resources, in line with the requirements of the Public Finance Management Act, 1999 (Act 1 of 1999), improved people management and the strategic utilisation of digital technology 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. In addition, responding to the challenges posed by the constrained fiscal environment, the department has been engaging in a process of reviewing its global footprint and seeking accreditation on a non-residential basis, in a bid to contain costs.

Finally, many DIRCO staff members have sadly passed away from COVID-19-related complications. We extend our condolences to their families as we do to all South Africans who have lost loved ones during this period. We all hope that South Africa is over the worst as far as the pandemic is concerned and that we can soon enter a more "normal" way of conducting business.

Dr GNM Pandor, MP

Minister of International Relations and Cooperation

S. N. M. Pandor

Executive Authority

Date: 17 March 2022



FOREWORD BY THE ACTING DIRECTOR-GENERAL OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

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 and 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, directly or indirectly, to the achievement thereof.

The strategic focus of DIRCO is guided by the NDP: Vision 2030, as unpacked in the MTSF 2019 – 2024, which is in line with the African Union's (AU) Agenda 2063, the Southern African Development Community's Regional Indicative Strategic Development Plan and the United Nations' (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).

Reflection on 2021/22

During 2021/22, South Africa, like most of the world, was still affected by the COVID-19 pandemic. The pandemic has had a severe impact on most socio-economic activities globally. There has been a reduction in global trade, including manufacturing and transportation; an increase in unemployment; devastation of the tourism, hospitality, entertainment and sporting industries; and education on all levels have been widely disrupted.

This has led to adaptations, including the utilisation of technology, although the extent thereof has depended on the access to both equipment and coverage. DIRCO made the most of these new ways of conducting its international business, in order to achieve the objectives as set out in the strategic and annual performance plans.

It has been estimated that the pandemic has pushed back the attainment of the 2030 SDGs for less developed economies by a decade. Poverty and inequality have been further exacerbated, especially by a diminution of opportunities because of travel and educational restrictions.

Priorities for 2022/23

Unfortunately, as we start this new financial year, the economic challenges we face, as a result of the impact of the two-year long global COVID-19 pandemic, persist. Thousands of South Africans have died from the virus and our economy, like that of the global economy, has been put under severe strain. Now, more than ever, South Africa has to grapple with the triple challenges of unemployment, poverty and inequality.

In his 2022 SoNA, delivered on 10 February 2022, President Cyril Ramaphosa set the strategic course for the country for 2022/23. On that occasion, he emphasised the need to grow the economy, in light of the present situation of deep poverty, unemployment and inequality in the country, aggravated by the COVID-19 pandemic.

DIRCO will, therefore, during 2022/23, continue with its focus on economic diplomacy in support of the President's initiatives. This work will build on the foundation of the Economic Reconstruction and Recovery Plan (ERRP), which remains the common programme to rebuild the economy.

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. South Africa's foreign policy is implemented within a highly dynamic and challenging global environment, which at times is unpredictable.

Natural disasters, such as severe drought and flooding, are on a global scale and will have long-term socio-economic and security implications. Climate change is intensifying and will cause global disruptions in all spheres with increasing severity.

Furthermore, the destabilisation of post-war multilateralism, increasing unilateralism, protectionism, nationalism, populism, an inward-looking focus on countries' domestic

priorities, the fragmentation of global decision-making and other global trends, require DIRCO to critically reflect on its successes and failures, both internally and externally, to inform the 2022/23 planning priorities in the context of the 2020 – 2025 strategic priorities the department had identified in October 2019.

Africa remains at the centre of South Africa's foreign policy trajectory. 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 and has had considerable success in promoting the interests of Africa in different fora.

South Africa remains a relevant and significant player in issues relating to the regional agenda. This role is played both through bilateral and multilateral platforms.

The ability to contribute to humanitarian relief efforts and peace and mediation initiatives, places the country in a strategic position of influence.

During South Africa's Chairship of the AU, for example, President Ramaphosa played a critical role in securing much-needed vaccines for Africa. In his 2022 SoNA, the President emphasised that South Africa would increase its efforts to develop Africa's ability to manufacture vaccines and we look forward to the support of our missions, especially in Africa, to make this a reality.

During 2022/23, DIRCO will continue to work towards contributing to the improvement of the lives of all South Africans through the promotion of increased inward tourism, trade and investment opportunities from our bilateral partners, in line with the ERRP. As South Africa's foreign policy implementation is guided and shaped by its national interest, we will continue to utilise high-level bilateral meetings to advance our wide-ranging objectives in these specific fields.

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.

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 enhance the development priorities of developing countries and promote an equitable rules-based multilateral system, as identified in Priority Seven of the MTSF. South Africa will continue to advocate for the reform of global governance institutions, as well as promote participation in selected multilateral fora outside the UN system as a force multiplier for the overall strengthening of multilateralism.

Regarding South-South cooperation, 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.

As the only African country in the G20 and Brazil, Russia, India, China and South Africa (BRICS), as well as being one of the top 10 strategic partners of the European Union, South Africa will continue placing the African continent and the Global South on the agenda of BRICS to synchronise policies, such as Agenda 2063 and the 2030 Agenda for Sustainable Development.

DIRCO, as a national department, is committed to sound 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.

During 2022/23, and as the previously restrictive COVID-19 protocols are being relaxed, the department will continue 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 will also continue to provide an advisory service to all spheres of government on all matters related to protocol.

Despite the above, it should be noted that the Annual Performance Plan for 2022/23 is being delivered in an environment that is still characterised by fiscal constraints, recurring qualified audit outcomes and an outdated information and communications technology (ICT) infrastructure. I am pleased to confirm that the ageing ICT infrastructure is currently in the process of being upgraded following the approval of the Digital Strategy.

In response to the challenges posed by the constrained fiscal environment, the department engaged in a process of reviewing its global footprint and seeking accreditation on a non-residential basis, in a bid to contain costs.

This process resulted in the closure of several missions. Furthermore, the department is in the process of developing identified systems to improve operations' efficiency and effectiveness in automating business processes.

I also wish to inform that the department has been engaging 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 has required of the department to review and finalise its organisational structure to align it with its Strategic Plan and the priorities of the MTSF 2019 – 2024.

Alignment of priorities for 2022/23 with the strategic objectives 2020 – 2025

Through continued attention to the focus areas for 2020 –2025 and the priorities for 2022/23, the department will continue to deliver on the strategic objectives of DIRCO for the period 2020 – 2024, namely:

- a. protect and promote South African national interests and values through bilateral and multilateral interactions
- b. conduct and coordinate South Africa's international relations and promote its foreign policy objectives
- monitor international developments and advise government on foreign policy and related domestic matter;
- d. contribute to the formulation of international law and enhance respect for its provisions
- e. promote multilateralism to secure a rules-based international system
- f. maintain a modern and effective department driven to pursue excellence and provide a world-class and uniquely South African service.

Finally, I would like to convey my heartfelt condolences to those colleagues in the department who have lost loved ones during the past year due to COVID-19-related complications. As the Acting Accounting Officer, I hereby undertake to ensure appropriate governance, systems and processes to implement the Annual Performance Plan.



Ambassador NN Losi Acting Director-General of the Department of International Relations and Cooperation Accounting Officer

Date: 17 March 2022

C. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Department of International Relations and Cooperation (DIRCO) under the guidance of the Minister
- takes into account all the relevant policies, legislation and other mandates for which DIRCO is responsible
- accurately reflects the impact, outcomes and outputs, which DIRCO will endeavour to achieve over the period: 2022 2023.

DEPUTY DIRECTOR-GENERAL	SIGNATURE	DEPUTY DIRECTOR-GENERAL	SIGNATURE
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Ms Sindiswa Mququ Acting Deputy Director-General Asia and Middle East	gym	Mr TC Monyela Deputy Director-General Public Diplomacy	Jon J.
Mr TC Monyela Acting Deputy Director-General Corporate Management	A sur a.	Ambassador NN Losi Chief of State Protocol and Consular Services	A ost
Ambassador M Dlomo Acting Deputy Director-General Diplomatic Training, Research and Development	Anh	Ambassador M Dlomo Deputy Director-General Americas and Europe	Anh
NAME	SIGNATURE	NAME	SIGNATURE
Ms H Bhengu Acting Chief Financial Officer	Bluk.	Ambassador NN Losi Acting Director-General	A vol
Ms MC Lobe Head Official responsible for Planning: Acting Chief Operations Officer	A).	Approved by: Dr GNM Pandor Executive Authority	G.N.M. Pandor

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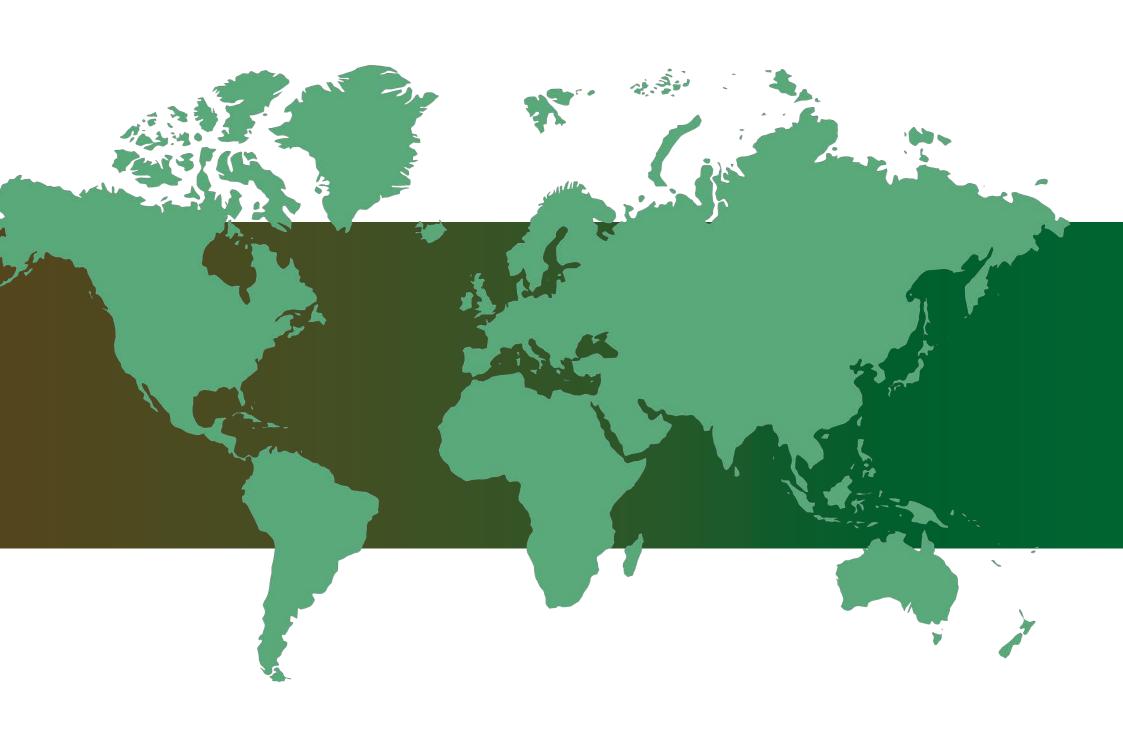
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PART A: OUR MANDATE



1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATE

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.
- 1.2.5 President Cyril Ramaphosa signed into law the Foreign Service Act (FSA), Act 26 of 2019, which was gazetted on 4 June 2020. The Act provides for the administration, accountability and functioning of a professional foreign service of the Republic of South Africa that will be managed by the Department of International Relations and Cooperation (DIRCO). The legislation governs the operational requirements that are suitable and supportive of the operations of the Foreign Service in a global environment. The Foreign Service is tasked with promoting and advancing South Africa's international relations and cooperation by representing the Republic in an effective, coherent and comprehensive manner abroad. The regulations are currently being drafted in order for the FSA 2019 to be operationalised and for it to come into force.

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. The FSD consists mainly of two measures, namely remunerative measures (South Africa) and compensatory measures and other foreign-service benefits at the missions.

1.3.5 The Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework, approved by Cabinet in 2018, provides for comprehensive instruments for strengthening the mainstreaming of gender perspectives within the planning and budgeting processes.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The revival of the process on the Partnership Fund for Development Bill

The Partnership Fund for Development Bill aimed at repealing the African Renaissance and International Cooperation Fund Act (51 of 2000) will be revived. DIRCO continues to support South Africa's outgoing development cooperation policy by providing funding and technical support for development initiatives.

3. UPDATES TO RELEVANT COURT RULINGS

In matters of the Supreme Court:

The Minister of International Relations and Cooperation and two others v Simeka Group (Pty) Ltd and four others

The application was launched by the Minister on 10 October 2018 to have the tender for the appointment of a development partner in New York, awarded to Simeka Group (Pty) and others, reviewed and set aside (including the Project Preparation Agreement). It was decided against the Minister in April 2021. The Minister's application for leave to appeal was heard on 10 May 2021 and judgment was given in favour of the Minister for appeal to the Supreme Court of Appeal (SCA). The appeal was lodged with the SCA and the date of the hearing is still to be determined. The date is subject to the finalisation of the record, the lodging of heads and the Rule 10A Practice Note, the lodging of the respondents (in the appeal) heads, and an allocation of judges and a date by the SCA. This process in ongoing.

Elliot Mobility (Pty) Ltd and New Thando Elliot Mobility (Pty) Ltd Joint Venture (NTEM) v Minister of International Relations and Cooperation

DIRCO brought an application in the High Court to have the arbitration award handed down in NTEM's favour set aside. Although settlement discussions took place in advance of the hearing, NTEM rejected the department's initial offer of settlement and withdrew from the discussions when it became clear that the parties to the joint venture had divergent views on what would constitute a fair outcome. The hearing of the review application therefore proceeded on 17 and 18 June 2021 and judgment is awaited.



PART B: OUR STRATEGIC FOCUS



PART B: OUR STRATEGIC FOCUS

The strategic focus of the Department of International Relations and Cooperation (DIRCO) is guided by the National Development Plan (NDP): Vision 2030. This has been strategically unpacked in the Medium-Term Strategic Framework (MTSF) 2019 – 2024 which identifies seven priorities. DIRCO will contribute to all seven MTSF priorities, with a particular focus on priority seven, namely, "A Better Africa and World". This is aligned to the African Union's (AU) Agenda 2063, the SADC Regional Indicative Strategic Development Plan (RISDP) and the United Nation's (UN) Sustainable Development Goals 2030 (SDGs) Agenda. Further strategic focus for the department is guided by the policy directives of South Africa's political principals, especially the key objectives outlined through the President's State of the Nation (SoNA) Address.

4. UPDATED SITUATIONAL 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. However, the successful implementation of foreign policy is directly impacted by developments in the global environment, such as the COVID-19 pandemic.

4.1 External environment analysis

During 2021/22, South Africa, like most of the world, was still affected by the COVID-19 pandemic. The pandemic has had a severe impact on most socio-economic activities globally. There has been a reduction in global trade, including manufacturing and transportation, an increase in unemployment, devastation of the tourism, hospitality, entertainment and sporting industries, and education on all levels has been widely disrupted.

This has led to adaptations including the utilisation of technology, although the extent thereof has depended on the access of both equipment and coverage.

It has been estimated that the pandemic has pushed back the attainment of the 2030 SDGs for less developed economies by a decade. Poverty and inequality have been further exacerbated, especially by a diminution of opportunities because of travel and educational restrictions.

While the COVID-19 pandemic has underscored the need for greater international cooperation to address global challenges, especially for developing countries, the economic and social impact of the pandemic has constrained the ability of many governments to make greater financial commitments to areas such as peacekeeping and developmental issues, given that domestic recovery plans take priority. This could impact future funding for peacekeeping on the continent and also on support for the AU and UN goals, such as Agenda 2063 and the SDGs.

Economic prospects for 2022

The COVID-19 pandemic has clearly resulted in diminished global growth. Economic growth is variable across the globe, with post-COVID recovery expected to be stronger in developed economies, but not in emerging economies. It is evident that oil prices have been volatile and that global supply chains have become more complex and complicated due to COVID-19.

It is expected that global growth, trade and investment will further stabilise during 2022. It is clear that COVID-19 has had a severe economic impact worldwide. Prior to COVID-19, South Africa's economic growth was already under pressure, inter alia due to ailing state-owned enterprises (SOEs), public debt, high unemployment and the weakened international economic situation, which impacted on the country's prospects for sustained growth. This situation has been exacerbated by the pandemic.

This outlook is underscored by the global economic and financial community. In its "Global Economic Prospects January 2022", the World Bank highlighted the fact that, despite rebounding to an estimated 5.5% in 2021, it is expected that global growth will decrease to 4.1% in 2022, inter alia due to continued COVID-19 waves. Global growth is projected to decline further to 3.2% in 2023. Although the economic outlook for advanced economies for 2023 is positive, it is expected that emerging market and developing economies will struggle to return to pre-pandemic levels, due to lower vaccination rates, tighter fiscal and monetary policies, and more persistent scarring from the pandemic. It is, therefore, vital that global cooperation be strengthened to ensure equitable vaccine distribution, enhanced health and economic policies, debt sustainability in the poorest countries, and action to deal with the cost of climate change.

Global 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. South Africa's foreign policy is implemented within a highly dynamic and challenging global environment, which at times is unpredictable. The COVID-19 pandemic, which has been around for the past two years, is proof of this.

Natural disasters, such as severe drought and flooding, are on a global scale and will have long-term socio-economic and security implications. Climate change is intensifying and will cause global disruptions in all spheres with increasing severity.

COVID-19 caught the world unaware and brought about rapid and wide-spread changes. The evolving variants and the efficacy of vaccinations is a signal that COVID-19 will be a long-term situation. The unequal distribution of COVID-19 vaccines, especially to countries of the South, is a source of concern.

It is believed that globalisation has resulted in the effects of COVID-19 and climate change being more keenly felt. The global reaction to the pandemic has seen an erosion of national sovereignty and the undermining of the UN, with important decisions being made by the G20. The current global environment is characterised by a rise of new technologies and increased technological asymmetry. Further trends include rising terrorism and violent extremism, tensions over the peaceful use of nuclear weapons, threats of the illegal use of force, transnational organised crime, as well as the displacement of populations due to civil conflict. There has also been increasing irregular and illegal migration due to conflicts contributing to a significant rise in poverty and inequality.

There has also been an increasing trend towards unilateralism, protectionism, nationalism, populism and an inward-looking focus on countries' domestic priorities. Strong tendencies to pursue national interests and the fragmentation of global decision-making are emerging. In its "2022 Annual Forecast", Stratfor Worldview is of the opinion that the global economy will continue its uneven recovery amid progress in COVID-19 vaccinations in most developed countries, lagging vaccinations in much of the rest of the world and the threat of new outbreaks. While global growth will be relatively strong, it is likely to slow from 2021 due to setbacks from the pandemic, persistent supply chain disruptions, higher inflation and tightening financial conditions, as well as constraints on public spending in many countries as they cope with high levels of debt and increased interest rates.

Technological developments

The Fourth Industrial Revolution (4IR) is transforming lives. The COVID-19 pandemic has acted both as a catalyst and an accelerator for technological development. The ongoing unprecedented rapid development of new technology, in particular the fifth-generation wireless technology for digital cellular networks, the Internet of Things (IoT), Machine Learning and Artificial Intelligence (AI), robotics, energy storage, quantum computing, material science, biotechnology, 3-D printing and nanotechnology, mean that South Africa must continuously assess what the positive and negative impact would be for the country to ensure a resilient future.

The IoT has a total potential global economic impact of between USD3.9 trillion to USD11.1 trillion a year by 2025. Business-to-business (B2B) applications will account for 70% of value. Developing economies could potentially generate n early 40% of the IoT's value. The 4IR will promote gains in efficiencies and productivity, but also disrupt almost every South African industry in terms of employment. Labour needs high educational skills levels. There is a threat if the labour force is not reskilled.

It is readily accepted that the rapid innovation, development and diffusion of new technology can act as a disrupter 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

bats such as social bats, 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.

Due to their international interconnectedness, among others, through Wi-Fi and other social media, countries need to be more aware of the importance of cyber security and the vulnerabilities that exist in this regard.

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 UN, globally, and the AU, continentally, aiming to provide and maintain a rules-based international system.

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. In this regard, South Africa will utilise its status as current Chairperson of the SADC Organ Troika and subsequent role as outgoing Chairperson in 2022 to promote the agenda of a peaceful SADC region.

Expected multilateral trends include:

- climate change and the COVID-19 pandemic have underlined the importance of multilateral cooperation
- the COVID-19 pandemic has made the attainment of the SDGs 2030 Agenda and Agenda 2063 unlikely within the set timeline
- a multipolar world continues to emerge with accompanying tensions
- the reform of the UN and other global governance bodies is still facing resistance from large states
- the Non-Aligned Movement (NAM) and the G77 and China lack cohesion to enable the South to have an influence in global governance structures
- blocs such as the Organisation for Security and Cooperation in Europe (OSCE) could diminish the influence of the G77 and China in climate-change negotiations

- the G20 is becoming more influential beyond its original economic mandate
- conflict resolution still depends on the UN or regional peacekeepers to bring about stability
- the AU is making progress with the integration of the continent e.g. through the African Court of Justice and Human Rights and the African Free Trade Agreement.

It would, however, appear that multilateralism is increasingly under threat, resulting in stalemates on issues in fora such as the UN, International Monetary Fund (IMF), World Trade Organisation (WTO), World Bank (WB), World Intellectual Property Organisation (WIPO) and the World Health Organisation (WHO).

South Africa needs to review certain relationships and alliances in a pragmatic way to better realise its foreign policy objectives. This will require a re-evaluation of all previous assumptions, in the realisation that there are and will be fundamental shifts in the global political and economic environment i.e. the global trend away from multilateralism to unilateral-centred international relations and being able to adapt to fluidity in the global environment.

DIRCO will continue to monitor international responses to the pandemic and continue to identify best practices, opportunities and threats that will assist government to determine how best to support the policy and practical interventions to reposition the country in the post-pandemic global economy.

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 improving 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

South Africa's third two-year term on the UN Security Council (SC) ended in December 2021. During its term, South Africa endeavoured 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.

South Africa's Chairship of the AU Assembly of Heads of State and Government ended in February 2021. To promote peace, security and stability on the continent, South Africa used 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. Although South Africa has handed over the Chairship of the AU, it still supports closer cooperation between the AU and UN. President Cyril Ramaphosa was appointed as AU Champion for COVID-19.

Disarmament

The risk of a major conflict involving nuclear weapons and the radical consequences thereof cannot be discounted. The Treaty on the Prohibition of Nuclear Weapons entered into force on 22 January 2021. There were an estimated 13 080 nuclear weapons at the start of 2021 of which 3 825 were deployed with operational forces.

Important trends include:

- the Democratic People's Republic of Korea's (DPRK) increased nuclear and missile development defies UN resolutions
- Iranian nuclear ambitions continue
- the Strategic Arms Limitation Treaty (New START) has been extended until 2026
- the United States (US) is reviewing its nuclear arsenal and ballistic missile defence programme
- the development of hypersonic and directed-energy missiles is being undertaken by several countries such as Australia, China, India, Japan, Pakistan and South Korea.

Terrorism

In the wake of recent terror attacks across the world, countering international terrorism remains high on the agenda of the UN. There has been an increase in terrorism in all regions with involvement by outside players. 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. US and European Union (EU) members continue to be active in counter-terrorism operations in Africa.

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. Even severe cuts are unlikely to prevent global warming of 1.5 - 2 degrees Celsius by the end of the century.

The changes brought about by climate change will, in the medium to long term, include periodic to continual flooding, protracted droughts and heat waves causing forest and bush fires, reduced precipitation and reduction of glaciers in source catchment areas. Certain regions such as the Middle East and North Africa will experience continual higher

temperatures making habitation more difficult. There will be a rise in conflicts over resources, particularly water, e.g. over the Renaissance High Dam in Ethiopia, contested by Sudan and Egypt. There will be large population shifts as certain regions become unable to sustain large populations due to flooding, droughts, excessive temperatures etc. More sustainable lifestyles will be developed to adapt to changing conditions, including renewable energy generation, clean transportation, water utilisation, agricultural practices and carbon neutral.

Multilateral organisations will become increasingly important to coordinate global efforts. 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 a response to the challenge.

Gender

South Africa's commitment to gender equality is firmly established in the Constitution (1996). Chapter 2 of the Constitution, also known as the Bill of Rights, guarantees full and equal enjoyment of all rights by all genders and the protection of people against any form of discrimination, including discrimination on the basis of race, sex, gender, religion, etc.

The South African Parliament has also passed legislation that furthers the goals of gender equality, including the Employment Equity Act, 1998, and the Promotion of Equality and Prevention of Unfair Discrimination Act, 2000. Several gender equality relevant frameworks inform government policies and programmes. These include the National Policy Framework for Women's Empowerment and Gender Equality of 2000, also known as the Gender Policy Framework, and reflects South Africa's vision for gender equality and how it intends to realise this ideal.

In addition, South Africa is a signatory to a number of international and regional instruments relating to gender equality and women empowerment.

These include the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) of 1995, the AU Protocol to the African Charter on Human People's Rights on the Rights of Women better known as the Maputo Protocol (2005) and the Southern African Development Community Protocol on Gender and Development (2012). Gender mainstreaming continues to be a key process for instituting change and building an equal society based on respect for human rights.

South Africa ratified the Beijing Platform for Action, an agenda towards empowerment of women and girls, and made a firm commitment to mainstream gender within the Government

by creating the National Gender Machinery led by the Department of Women, Youth and Persons with Disabilities. In 2021, South Africa ratified the International Labour Organisation (ILO) Convention 190 aimed at ending violence and harassment in the world of work.

South-South and North-South cooperation

DIRCO will continue to 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 should continue to leverage strategic regional groupings such as BRICS, IBSA and IORA to improve trade flows and build consensus in multilateral groupings.

South Africa engages with key global economic processes of the North, such as the WTO, the WB, IMF, OECD, WIPO, the Group of Seven (G7) and the World Economic Forum (WEF), to promote 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- 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 WB.

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 a 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.

Constrained foreign direct investment (FDI) and investment flows, protectionism and the impact of US sanctions on (secondary) Iran and Huawei, have impacted the South African domestic economy, for example the telecommunications sector.

South Africa should avoid taking sides on the growing tensions between China and the US, to avoid compromising trade and investment with either country.

The African continent

South Africa remains a relevant and significant player in issues relating to the regional agenda. This role is played both through bilateral and multilateral platforms. The ability to contribute to humanitarian relief efforts, peace and mediation initiatives, positions the country in a strategic pole of influence.

COVID-19 has had severe negative economic implications and impacted on the attainment of the SDGs. The economic outlook for sub-Saharan Africa is, therefore, "clouded".

The continent has seen an increase in terrorism in all regions with involvement by outside players, including in the SADC region. The situation in Cabo Delgado, in Northern Mozambique, remains a source of concern, as is that in eSwatini and Lesotho.

The start of trading under the African Continental Free Trade Area (AfCFTA) Agreement, on 1 January 2021, marked the dawn of a new era in Africa's development journey. Over time, the AfCFTA will eliminate import tariffs on 97% of goods traded on the continent, as well as address non-tariff barriers.

With regard to the AU, Morocco has been active since rejoining the organisation. During 2021, South Africa objected to the granting of observer status to Israel, a decision taken by the Chair of the AUC. As far as the situation in the Saharawi Arab Republic is concerned, AU support for the cause appears to be weakening.

With regard to the UN, UNSC reform and the granting of an African permanent seat(s) have not been achieved.

Migration from Africa to Europe is continuing.

Regarding the African economic situation, economies have been struggling due to volatile oil prices. The South African economy is not growing sufficiently. Furthermore, COVID-19 has limited international trade and economic interactions with Africa.

According to the African Development Bank (AfDB), in its "African Economic Outlook" supplement, published on 12 March 2021, although all economies in Africa have been affected by the pandemic, tourism-dependent economies, oil-exporting economies and other-resource intensive economies were the most significantly hit by the pandemic.

Tourism-dependent economies are projected to recover from an 11.5% GDP decline in 2020 to grow by 6.2% in 2021; oil-exporting countries, from a 1.5% decline to grow by 3.1%; and other-resource-intensive economies, from a 4.7% decline to grow by 3.1%. Non-resource-intensive countries, where output shrank by 0.9% in 2020, are projected to grow by 4.1% in 2021. The growth outlook for 2021 and beyond would depend largely on African governments' effectiveness in flattening the curve of the outbreak and policies to reopen economies.

According to the AfDB, African policymakers must turn the COVID-19 crisis into opportunities by focussing sharply on food and nutritional security; by re-thinking healthcare and social protection systems; by nurturing the private sector, especially small and medium-sized enterprises and women-led firms; by harnessing and better managing the natural resources revenue streams; by operationalising the AfCFTA; and by paying greater attention to climate change and resilience.

About 30 million Africans were pushed into extreme poverty in 2020 as a result of the pandemic and it is estimated that about 39 million Africans could fall into extreme poverty in 2021. Those with lower levels of education, few assets and working in informal jobs, are most affected. Inequality is also set to increase, because of the disproportionate impact of the pandemic on such vulnerable groups as women, youth and low-skilled informal sector workers.

Africa's macro-economic fundamentals have been weakened by the pandemic. Fiscal deficits are estimated to have doubled in 2020 to a historical high of 8.4% of GDP. Debt burdens are likely to rise by 10 to 15 percentage points in the short to medium term. Exchange rate fluctuations have been elevated and inflation has inched up, with external financial inflows heavily disrupted.

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 more than 180%, compared to that of Europe and Asia, which will shrink by more than 21% and by almost 28% respectively.

Towards the end of the century, it is estimated that Africa's youth population will reach 1.3 billion, double the expected total population of Europe, and will represent almost half of the world's youth (Mo Ibrahim Foundation).

By 2034, the region is expected to have a larger workforce than either China or India. According to the World Population Review, Africa is the second-largest and second most populous continent on earth. In 2021, Africa's population amounted to 1,373,480,428 persons.

The start of trading under the AfCFTA Agreement on 1 January 2021 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.

SADC's integration agenda is anchored in political, security and economic integration. To facilitate the process of integration, 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 intraregional 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 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 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 in 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 blocs for achieving the COMESA-EAC-SADC TFTA and the AfCFTA.

South Africa is the only African country in the G20 and BRICS, as well as being one of the top 10 strategic partners of the EU. South Africa must continue placing the African continent and the Global South on the agenda of BRICS to synchronise policies, such as Agenda 2063 and the 2030 Agenda for Sustainable Development.

South Africa is also a power broker for several conflicts in the sub-region and on the continent and continues to participate as a troop-contributing country to AU- and UN-authorised peacekeeping missions, also being the largest contributor to the AU budget and top African

contributor to the UN budget. South Africa must continue to promote peace and stability on the continent through preventative diplomacy, peacemaking, peace-building and peacekeeping efforts. South Africa became a member of the SADC Organ on Politics and Defence in August 2020 and will serve for the next three years.

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 economy is recovering swiftly despite continued uncertainty related to the COVID-19 pandemic and supply bottlenecks. It rebounded more strongly than expected in the second quarter of 2021 and should continue to grow rapidly during the second half of the year, with real GDP exceeding its pre-crisis level by the end of 2021.

Real GDP is expected to grow by 5% in 2021, and to moderate to 4.6% and 2.1% in 2022 and 2023 respectively. Compared with the June 2021 Euro-system staff projections, the projection for quarterly growth during the second half of 2021 has been downgraded slightly on the back of more persistent than expected supply bottlenecks, the more infectious Delta variant of the Coronavirus and the stronger data outturns for the first half of the year, reducing the scope for stronger growth thereafter.

Inflation is currently being pushed up largely by temporary factors that are expected to fade in the coming years. The staff projections foresee inflation at 2.2% in 2021, 1.7% in 2022 and 1.5% in 2023. The following trends are highlighted:

- an increase in centrist government coalitions in larger countries and European voters appear to be dissatisfied with traditional political parties
- Brexit is unfolding, but the COVID-19 pandemic has masked the full extent
- leaders on the continent are more pro-business and pro-Europe
- investment in Africa has been overtaken by vaccine measures
- reforms to the EU are possible in future
- potential terror attacks in Europe
- illegal migration is continuing
- the EU is under pressure from Eastern and Southern Europe
- US bilateral relations with Russia are expected to remain tense
- the EU has competitive advantages in 4IR.

For South Africa, it is expected that trade with and investment and tourism from Europe will stabilise and increase. For Europe, there is an expectation for South Africa to take a greater role in peace and security and combatting corruption in Africa. Trade and investment, including support for the President's investment initiative, is the primary focus of 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. Europe has traditionally been 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 to promote ACP-EU trade, and ultimately contribute, through trade and investment, to sustainable development and poverty reduction. Trade with ACP countries represents more than 5% of EU imports and exports. The EU is a major trading partner for ACP countries.

To manage its relations with the ACP, SADC developed a Common Position Paper, focussing on three pillars, namely trade and investment, development cooperation and 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. The EU is the 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. The EU had previously 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 aluminum. South Africa's exports to the EU are more 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 intercontinental 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

According to a Reuters article published on 10 October 2021, Goldman Sachs cut its US economic growth target to 5.6% for 2021 and to 4% for 2022, citing an expected decline in fiscal support through the end of 2022 and a more delayed recovery in consumer spending than previously expected.

The firm previously expected 5.7% GDP growth in 2021 and 4.4% growth in 2022, according to research from authors, including its chief economist, Jan Hatzius.

They pointed to a "longer lasting virus drag on virus-sensitive consumer services" as well as an expectation that semiconductor supply likely will not improve until the first half of 2022.

The following trends are highlighted:

- It is expected that the Biden Administration will take time to reverse the Trump legacy.
- The USA's new commitment to multilateralism.
- Regional trade and security rivalry in the Asia-Pacific region, especially China. It is also expected that the tension with China will increase.
- Economic recovery in the USA.
- Infrastructure rebuilding, including green projects and the 4IR.
- Voters' distrust of the political establishment is expected to continue.
- Illegal migration will increase.
- The African Growth and Opportunity Act (AGOA) will be replaced in the near future.
- Private-sector investment results in competitive advantage in 4IR.
- Tensions are likely to increase with the EU as the US priority moves to Asia.
- US bilateral relations with Russia are expected to remain tense.
- US military involvement in Africa.
- US funding and support of multilateralism and the UN.
- Opportunities for South Africa in increased trade, investment and involvement in infrastructure projects.

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 AGOA. In this context, DIRCO will work to ensure that the engagement with the USA supports regional integration in southern Africa.

As a major trade and investment partner and a global technology leader, a retreat by the USA from globalisation could adversely affect South Africa's objectives to attract greater levels of FDI, enhance value-added exports and engage with the 4IR in support of the country's economic recovery efforts. The USA's leaning more and more towards protectionism has resulted in the imposition of tariffs on South Africa's exports of steel and aluminum and a review of our eligibility for the Generalised System of Preferences (GSP). Also, increasing US pressure for FTAs with African countries poses a threat to the AU's agenda for greater regional integration in the context of the AfCFTA.

On 27 September 2021, Standard and Poors released its "Economic Outlook Latin America Q4 2021". According to the report, Latin American economies performed better than expected during the second quarter of 2021. The services sectors in the region were more resilient to the COVID-19 Delta variant than was envisioned. Exports also performed well, especially commodities. Although they projected a mild contraction, average GDP grew 0.1% quarter on quarter in the largest six Latin American countries (the LatAm 6, which comprises Argentina, Brazil, Chile, Colombia, Mexico and Peru).

The biggest upside surprise was Chile, which expanded by 1.0% quarter on quarter despite repeatedly imposing lockdowns, due primarily to very strong growth in durable goods consumption (12.6% quarter on quarter), boosted by allowances to withdraw funds from individual pension accounts. This pushed up its 2021 GDP growth projection for the LatAm 6 by half a percentage point to 6.5%, after contracting 6.8% in 2020. Their forecasts for 2022 and beyond remain broadly unchanged, as it sees the region converging toward its long-term average of around 2.5% growth. The region will continue to face the same structural economic challenges it did before the pandemic: slow productivity growth, driven by low and inefficient investment. Trends in the region include:

- Venezuela's economic downward spiral.
- Cuban instability, with Cubans agitating for greater changes.
- Brazilian politics are divided.
- Political instability in Colombia.
- Constitutional reform in several countries.
- 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.
- South African mining companies have large investments in Brazil, Chile, Colombia and Peru.

Asia and the Middle East

South Africa maintains strong political relations with the countries of Asia and the Middle East and these partnerships tangibly contribute towards progress on the priorities identified in the NDP.

It is against these targets 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 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. South Africa's strategy of engagement with Asia and the Middle East is pursued with the following sub-regional focus:

- Southeast 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 will be identified, as well as exploring training opportunities in those areas where South Africa experiences skills shortages.
- The Association of Southeast Asian Nations (ASEAN) will, post-COVID-19, continue to be a high economic growth region with global supply chains. The USA, India, Japan and Australia are expanding their regional roles through economic and maritime security cooperation with ASEAN. China is increasing its outreach by expanding its global supply chains and networks into ASEAN. There is an opportunity for cooperation between SADC and ASEAN through IORA.
- 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 contributes to industrialisation, job creation, science and technology, infrastructure development and skills development.
- China is South Africa's major trade partner, but there is a deficit in the trade balance.
 China does not view South Africa as its only African partner. Furthermore, China can be seen as an economic competitor for South Africa companies in Africa, especially in Eastern Africa.

- Regarding Japan and the Korean Peninsula, the current trade balance is positive, but
 more investment and technology transfer is needed into the South African economy.
 South Korean manufacturing and investment with South Africa is lacklustre. South Africa
 can learn from the Korean economic growth model.
- Progress has been made in the South Africa-India Preferential Trade Agreement (PTA).
 It is expected that India will experience high economic growth over the long term. The country offers a large market for South African exports and services. It appears that India supports more cooperation within IBSA and IORA and is feeling increasingly "uncomfortable" in BRICS.
- In Central Asia, the Taliban takeover in Afghanistan is set to destabilise the region.
 In addition, China's rise in Central Asia marks a consequential change in regional geopolitics, particularly for Russia and Turkey. The rivalry between China and the Russia in Central Asia could possibly impact negatively on the cohesion in BRICS.
- 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. South Africa remains committed to supporting the two-State solution and the people of Palestine. Trends in the region include:
 - escalation of tension between the Saudi-led alliance and Iran (Yemen and Qatar)
 - Israeli relations with Arab states to improve
 - militant Islam is set to increase the conflict in Iraq and Syria
 - the social role of religion is being contested
 - US tensions with Iran are set to continue
 - the Middle East is seen as a climate change hot-spot
 - relations with the USA appear to be entering a new phase
 - the Israeli-Palestinian stalemate in the conflict
 - the role of Saudi Deputy Crown Prince Mohammed bin Salman
 - the impact of volatile oil prices on economic growth
 - political changes in Iran
 - unemployed youth increases
 - South African exports to Doha as an economic hub and oil imports from both countries
 - Sasol investments in Qatar.

4.2 Internal environment analysis

The department is committed to sound 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 an advisory service to all spheres of government on all matters related to protocol.

The Diplomatic Academy and International School is a certified training provider and offers 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 APP is to be delivered in an environment that is still characterised by fiscal constraints, recurring qualified audit outcomes and an information and communications technology (ICT) infrastructure that is in urgent need of an upgrade. In response to the challenges posed by the constrained fiscal environment, the department engaged in a process of reviewing its global footprint and seeking accreditation on a non-residential basis, in a bid to contain costs; this process resulted in the closure of several missions.

Furthermore, the department is in the process of developing identified systems to improve operations' efficiencies and effectiveness in automating business processes.

The ageing ICT infrastructure has been in the process of upgrade following the approved digital strategy. Following the qualification in the 2019/20 financial audit on current receivables, the department ensured significant improvements in controls during 2020/21, however, these were not sufficient to influence a favourable outcome.

Although the department has been qualified on the financial statements, it has received an unqualified audit opinion on predetermined objectives. Due to the nature of 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 impacts on the department.

The department has been engaging 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 has required of the department to review and finalise its organisational structure to align it 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, and risk and internal controls, in line with the requirements of the Public Finance Management Act, 1999 (Act 1 of 1999). Strategic focus is also being 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. In addition, responding to the challenges posed by the constrained fiscal environment, the department is engaged in a process of reviewing its global footprint and seeking accreditation on a non-residential basis, in a bid to contain costs.

The department, guided by South Africa's foreign policy objectives and interest, intends to continue taking a leading role in entrenching women's rights as fundamental human rights critical for the full realisation of inclusive and sustainable developments. The department will thus use the available instruments to mainstream gender and empower women, youth, gender non-conforming and persons with disabilities. It will also use various diplomatic engagements to strengthen South Africa's international solidarity work, anchored in South Africa's regional and global priorities.

The department continues to strengthen existing budgeting and reporting tools and instruments to leverage for an effective roll-out of Gender Responsive Budgeting (GBS). Limited adjustments are still required to fully integrate the outcomes of the Gender Impact Assessments in the budget process, making room for gender-related information in the budget documentation or introduce standards for using a gender lens in the budget processes. This will imply continuous capacity-building for all the stakeholders in the budget process. An approach combining the preparation of a GBS and a gender expenditure tagging mechanism is envisaged.

The department's reporting systems have the potential to expand to report on gender mainstreaming. The department supports South Africa's commitment to build a culture of peace through the full implementation of South Africa's National Action Plan on Women, Peace and Security and the Youth Peace and Security agendas.

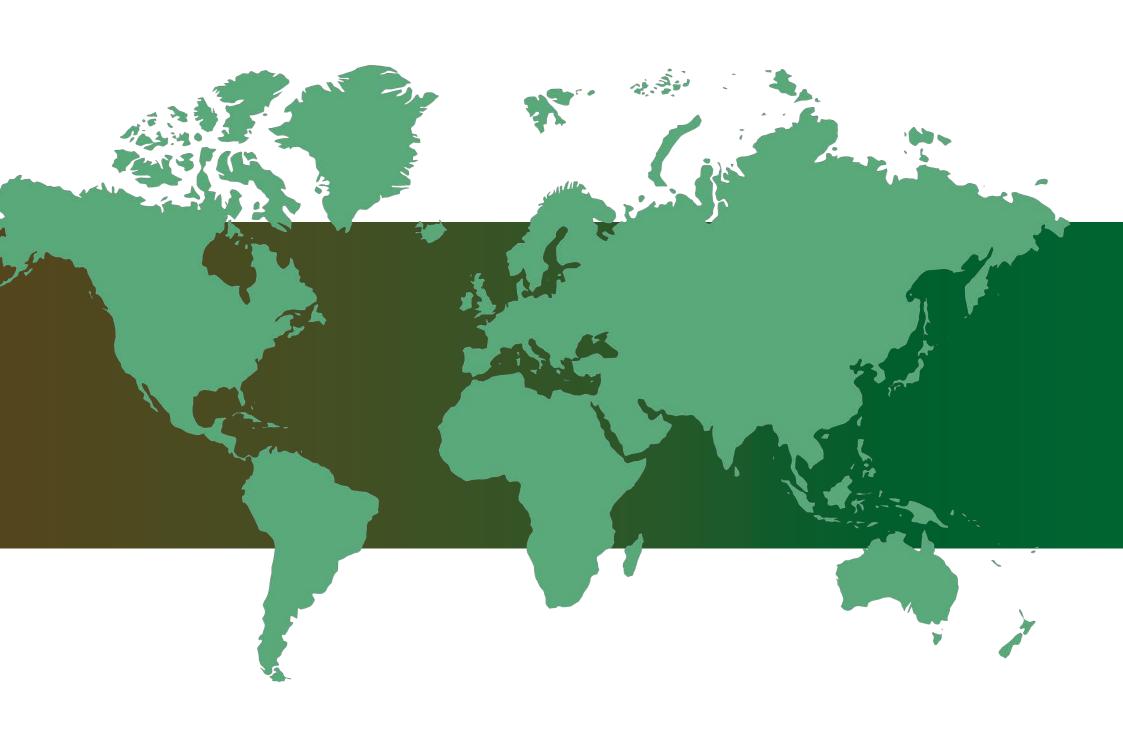
These are reflected in various internal programmes within the department. In order to augment these priorities, the department will continue to enhance gender mainstreaming through training programmes such as the Conflict Resolution, Mediation and Negotiation capacity training programme, which is targeted at the grassroots level for women and youth, persons with disabilities and the LGBTQI+ community, both domestically and on the continent.

Our in-house leadership programmes also enhance gender mainstreaming, especially in the diplomatic training and the Mission Administration Management, Foreign Administration Attaché and Cadets programmes, which prepare officials in leadership for mission assignments, where missions are also expected to align to the policy priorities of the department.

Within the department, a healthy working environment is prioritised for ensuring a healthy workforce. As such, the department, throughout the year, conducts awareness on anti-sexual harassment and the provision of reasonable accommodation for persons with disabilities. These programmes implement our policies on labour relations and adherence to the 8-Principles Plan on Gender Equality and Women Empowerment in the Workplace.

The department, through the Workplace Vaccination Programme, coordinated by the Employee Health and Wellness (EHW) Directorate, facilitated on-site COVID-19 vaccinations. A total of 528 employees and some of their family members have been vaccinated since the commencement of the Workplace Vaccination Programme. Psychosocial support and bereavement counselling are provided to employees and their families at Head Office and in missions to help them cope with the impact of COVID-19.

PART C: MEASURING OUR PERFORMANCE



INSTITUTIONAL PERFORMANCE INFORMATION 5.

PROGRAMME 1: 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:

- maintains good financial management practices in order to sustain unqualified/clean audit outcomes
- addresses the skills and developmental needs of its officials, and supports the international relations competencies of partner departments
- provides 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 depositary 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
- advances gender equality and women's empowerment through gender mainstreaming by integrating gender perspectives into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and programmes
- creates an enabling environment for effective implementation of policies focussed on youth empowerment and advancements of rights of people with disabilities
- independently examines and evaluates the ongoing internal governance processes and provides counsel and recommendations for improvement, whenever there are gaps identified during risk management.

Sub-programme 1.1: Ministry

Purpose: Provide political leadership

Sub-programme 1.2: Departmental Management

Purpose: Provide strategic and administrative support to the department

Sub-programme 1.3: Audit Services

Purpose: Monitor the development and implementation of effective and efficient internal control systems

Sub-programme 1.4: Financial Management

Purpose: Provide financial management services

Sub-programme 1.5: Corporate Services

Purpose: Provide effective, efficient and economical support services to the department

Diplomatic Training, Research and Development (DTRD) Sub-programme 1.6:

Purpose: Provide diplomatic training, facilitate the provision of functional training in the department and conduct research

Sub-programme 1.7: Foreign Fixed Assets Management Purpose: Provide and manage the State's fixed assets foreign portfolio

Sub-programme 1.8: Office Accommodation

Purpose: Manage the local property portfolio

						Annual targets			
Outcome	Outputs	Output indicators	Audit	Audited/actual performance		Estimated performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
A modern, effective department, with capable and skilled employees, which is committed to the excellent execution of South Africa's foreign policy	Improved organisational functioning through an enhanced digital environment	Number of progress reports on the implementation of the Digital Strategy	New indicator		Digital Strategy adopted	Four progress reports on the imlementation of the Digital Strategy	Four progress reports on the implementation of the Digital Strategy	Monitor and review the digital strategy	Monitor and review the digital strategy
	Unqualified audit opinion	Number of progress reports on the Audit Action Plan	New indicator		Qualified audit opinion	Four progress reports on the Audit Action Plan	Four progress reports on the Audit Action Plan	Four progress reports on the Audit Action Plan	Four progress reports on the Audit Action Plan
	Improved organisational function through generic skills development programme implementation	Number of reports on training programmes conducted in line with Generic Skills Development Programme	New indicator				Four reports on training programmes conducted in line with Generic Skills Development Programme	Four reports on training programmes conducted in line with Generic Skills Development Programme	Four reports on training programmes conducted in line with Generic Skills Development Programme

	OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS									
						Annual targets				
Outcome	Outputs	Output indicators	Audited/actual perfori		mance	Estimated performance		MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	Position the Diplomatic Academy as a centre of excellence in	Number of reports on aspects implemented towards	New indicator		ISO-certified quality management system maintained	Maintain ISO- certified quality management system	Maintain ISO- certified quality management system	Maintain ISO- certified quality management system	Maintain ISO- certified quality management system	
	foreign service training	positioning the Diplomatic Academy as a centre of excellence in foreign service training	New indicator		Gap analysis conducted and implementation plan on building institutional capacity to deliver the AU/ UN languages developed	Two training reports on the delivery of AU/UN languages	Two progress reports on the delivery of AU/ UN languages	Two progress reports on the delivery of AU/ UN languages	Two progress reports on the delivery of AU/ UN languages	
					Framework for building partnerships and networks developed	Two progress reports on the collaboration with partners to enrich training programmes of the academy	Two progress reports on the collaboration with partners to enrich training programmes of the academy	Two progress reports on the collaboration with partners to enrich training programmes of the academy	Two progress reports on the collaboration with partners to enrich training programmes of the academy	
	Gender mainstreaming by focussing on women, youth and persons with disabilities	Number of gender mainstreaming initiatives focussing on women, youth and persons			Six initiatives to change behaviour in relation to gender	Six initiatives to change behaviour in relation to gender	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	
		with disabilities			Four mentoring and job shadowing outreach initiatives targeting youth	Two mentoring and job shadowing outreach initiatives targeting youth	Two initiatives to advance youth development and empowerment	Two initiatives to advance youth development and empowerment	Two initiatives to advance youth development and empowerment	

						Annual targets			
Outcome	Outputs	Output indicators	Audi	Audited/actual performa		Estimated performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Legal advice and services provided in respect of international and domestic law	Percentage of legal advice and services rendered	100% (941) legal services, advice and assistance provided	100% (698) legal services, advice and assistance provided	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights of Persons with Disabilities 100% (389) legal advice and services rendered	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights of Persons with Disabilities 100% legal services, advice and assistance provided	Two initiatives to mainstream the rights of persons with disabilities 100% legal advice and services rendered	Two initiatives to mainstream the rights of persons with disabilities 100% legal advice and services rendered	Two initiatives to mainstream the rights of persons with disabilities 100% legal advice and services rendered

INDICATORS, ANNUAL AND	INDICATORS, ANNUAL AND QUARTERLY TARGETS										
Output indicators	Annual target	Q1	Q2	Q3	Q4						
Number of progress reports on the implementation of the Digital Strategy	Four progress reports on the implementation of the Digital Strategy	One progress report on the implementation of the Digital Strategy	One progress report on the implementation of the Digital Strategy	One progress report on the implementation of the Digital Strategy	One progress report on the implementation of the Digital Strategy						
Number of progress reports on the Audit Action Plan	Four progress reports on the Audit Action Plan	One progress report on the Audit Action Plan	One progress report on the Audit Action Plan	One progress report on the Audit Action Plan	One progress report on the Audit Action Plan						
Number of reports on training programmes conducted in line with Generic Skills Development Programme	Four reports on training programmes conducted in line with Generic Skills Development Programme	One report on training programmes conducted in line with Generic Skills Development Programme	One report on training programmes conducted in line with Generic Skills Development Programme	One report on training programmes conducted in line with Generic Skills Development Programme	One report on training programmes conducted in line with Generic Skills Development Programme						
Number of reports on aspects implemented towards	Maintain ISO-certified quality management system			SABS Audit report issued							
positioning the Diplomatic Academy as a centre of excellence in foreign service	Two progress reports on the delivery of AU/UN languages		One progress report on the delivery of AU/UN languages		One progress report on the delivery of AU/UN languages						
training	Two progress reports on the collaboration with partners to enrich training programmes of the academy		One progress report on the collaboration with partners to enrich training programmes of the academy		One progress report on the collaboration with partners to enrich training programmes of the academy						
Number of gender mainstreaming initiatives focussing on women, youth and persons with disabilities	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	One initiative to advance gender equality and women's empowerment through gender mainstreaming	Two initiatives to advance gender equality and women's empowerment through gender mainstreaming	Two initiatives to advance gender equality and women's empowerment through gender mainstreaming	One initiative to advance gender equality and women's empowerment through gender mainstreaming						
	Two initiatives to advance youth development and empowerment	One initiative to advance youth development and empowerment		One initiative to advance youth development and empowerment							
	Two initiatives to mainstream the rights of persons with disabilities		One initiative to mainstream the rights of persons with disabilities		One initiative to mainstream the rights of persons with disabilities						
Percentage 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 is committed to improve organisational functioning, particularly through a process of digital revolution by automating some processes to improve effectiveness. An effective ICT as a core part of digital transformation will contribute effectively towards the department's efforts to positively respond to the fiscal constraints through innovative technological advances which intend permitting improvisation in order to continue to be effective towards its core mandate, without compromising the quality of the outputs. The current realities call for organisational renewal, innovation as well as the department's transition towards a digitisation system currently in progress in order to assist the organisation to achieve more and to deliver on its mandate and the five-year strategic objectives. It also requires the department to streamline its processes with a specific emphasis on improving its digital environment through its Digital Strategy.

The department is thus committed to place ICT as an enabler in the process to improve organisational functioning, working towards the automation and modern digitisation of business processes, to reduce turnaround time and improve service delivery. This has become more urgent in the light of the new normal the world is operating in. There is an increasing demand for secure online platforms, which was necessitated by the dramatic increase in virtual engagements.

Due to the reduced budget for the compensation of employees, it has been difficult for the department to fill current vacant posts. These vacancies have been aggravated by an aging workforce resulting in natural attrition. This has led to a 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 will, through the Diplomatic Academy, provide and facilitate quality and responsive training that aims to develop and shape extraordinary diplomats to advance South Africa's interests in a dynamic world. Furthermore, the Diplomatic Academy offers quality training programmes in line with ISO quality management standards, ensuring that it maintain its commitment to become a centre of excellence. Current trends in diplomacy, particularly the digitisation of diplomacy, has a direct bearing on the training and the modality of training the Diplomatic Academy offers.

In addition, the Diplomatic Academy continues to support the linguistic development of our Foreign Service officials, through the implementation of the "One Official One Language Approach", delivering several AU/ UN languages programme.

The Diplomatic Academy will increase its utilisation of partnerships to enrich training programmes.

International law provides for the rules regulating diplomatic interaction and relations between states and the operation of international organisations. In this regard, the department, through the Office of the Chief State Law Adviser (IL), will continue to support 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.

The department, during its planning of setting the objectives to be achieved over the mid-term, committed to develop plans to improve the organisational function and enhance its financial management, in order to move to an unqualified audit outcome.

Gender mainstreaming was established as a major global strategy for the promotion of gender equality in the Beijing Platform for Action from the Fourth United Nations World Conference on Women in Beijing in 1995. Domestically, a normative framework on gender equality informs government policies and programmes. These include the National Policy Framework for Women's Empowerment and Gender Equality of 2000, also known as the Gender Policy Framework, which reflects South Africa's vision for gender equality and how it intends to realise this ideal. Gender mainstreaming is thus regarded as an essential part of good governance and is, therefore, a critical tool for the department in ensuring that policies and programmes respond to the needs and interests of all employees. The department will be using it as a strategy that integrates gender considerations as an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes with the ultimate goal of achieving gender equality.

To ensure mainstreaming and the distribution of benefits equitably between the workforce, irrespective of gender and disability, the department will continue with programmes that mainstream the rights of persons with disabilities. Despite the existence of various policies, legislation and programmes that address disability as a human rights and development issue, the mainstreaming of the rights of persons with disabilities has gained traction with the adoption of the White Paper on the Rights of Persons with Disabilities (2016). The advancement of disability mainstreaming in the department will include addressing barriers that exclude persons with disabilities from participating equally and meaningfully in the work of DIRCO, including provision of reasonable accommodation to employees with disabilities.

In South Africa, the youth represent more than a third of the population, with those within the age group 15 to 34 constituting 34.7% of the population (2020 Statistics South Africa Mid-term Population Survey). Bearing this in mind, young people continue to face serious challenges, and key among them is the problem of structural unemployment, poverty and inequality. In order to address these challenges, the department will mainstream youth development in its work guided by the National Youth Policy for 2020 – 2030 (NYP 2030). This cross-sectoral policy is aimed at effecting positive youth development outcomes among young people at local, provincial and national levels in South Africa.

DIRCO emphasises the importance of systematic attention to gender equality in departmental policies, planning and programmes. This is ensured through the use of the Gender Strategic Framework, which supports the vision of the Constitution of equal representation of and participation by women in all workplace activities. The framework further supports equal opportunities for skills development, upward mobility and the advancement of women in the department at all levels.

PROGRAMME 1: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme1: Administration for the 2022 MTEF. The allocated budget for Administration amounts to 26.2% of the total departmental budget for the 2022/23 financial year. The budget allocation for this programme will increase from R1.691 billion in the 2021/22 financial year to R1.732 billion in the 2022/23 financial year and the increase is mainly for capital infrastructure for the construction, refurbishment and renovations of state-owned properties abroad as well as the Information and Communication Technology (ICT) budget for the implementation of the ICT strategy.

Subprogrammes	Audited outcome			Adjusted appropriation	ion Medium-term estimates			
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Ministry	6 883	6 223	6 357	6 599	6 674	6 609	6 906	
Departmental Management	16 864	15 415	17 552	18 303	18 512	18 332	19 155	
Audit Services	23 928	25 943	17 144	21 660	22 044	22 126	23 119	
Financial Management	176 102	172 402	174 485	173 364	169 680	192 132	200 759	
Corporate Services	676 267	622 048	587 103	923 402	826 316	664 609	694 452	
Diplomatic Training, Research and Development	57 492	53 272	43 533	45 053	50 842	56 476	59 014	
Foreign Fixed Assets Management	33 969	16 233	7 913	83 973	166 122	328 699	343 461	
Office Accommodation	363 985	383 478	412 018	418 451	471 910	498 220	520 595	
Total	1 355 490	1 295 014	1 266 105	1 690 805	1 732 100	1 787 203	1 867 461	

Economic classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compensation of employees	469 437	496 550	485 093	462 300	457 370	484 863	506 638
Goods and services	728 682	635 921	606 879	783 332	805 604	812 623	850 155
Interest on rent and land	94 947	105 016	116 982	125 367	131 106	135 906	140 968
Transfers and subsidies	2 002	2 057	3 438	3 414	1 827	1 834	1 916
Payments for capital assets	47 398	55 470	39 317	316 392	336 193	351 977	367 784
Payments for financial assets	13 024		14 396	-	-	-	-
Total	1 355 490	1 295 014	1 266 105	1 690 805	1 732 100	1 787 203	1 867 461

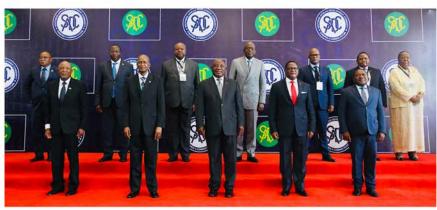
Salary band	Number of posts on approved establishment in January 2022	Number of posts filled in January 2022	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	3	1	0
Skilled (Levels 3-5)	134	110	2
Highly skilled production (Levels 6-8)	335	284	10
Highly skilled supervision (Levels 9-12)	344	259	13
Senior management (Levels 13-16)	69	55	5
Special advisers	2	2	0
Political office bearers	3	3	0
Total	890	714	30











PROGRAMME 2: INTERNATIONAL RELATIONS

Purpose: Promote relations with foreign countries

Description: 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.

Sub-programme 2.1: Africa

Purpose: Promote relations with countries in Africa

Sub-programme 2.2: Asia and the Middle East

Purpose: Promote relations with countries in Asia and the Middle East

Sub-programme 2.3: Americas and Caribbean

Purpose: Promote relations with countries in America and the Caribbean

Sub-programme 2.4: Europe

Purpose: Promote relations with countries in Europe

			Annual targets							
Outcome	Outputs	Output indicators	Aud	ited/actual perfor	mance	ance Estimated performance		MTEF period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTSF priorities	Strengthen bilateral relations towards: • contributing to achievement of the NDP • alleviating triple challenges (inequality, poverty and unemployment) • achieving the MTSF priorities • promoting national interest • promoting regional and continental priorities • garnering support on multilateral issues of mutual interest	Number of regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	New indicator		12 regional reports on outcomes of structured bilateral mechanisms and high-level visits are aligned to achievement of the NDP and MTSF	12 regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	12 regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	12 regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	12 regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	

			OUTCOMES, OUT	TPUTS, PERFORI	MANCE INDICATOR	RS AND TARGETS			
		Output				Annual targets			
Outcome	Outputs	indicators	Audit	Audited/actual performanc		Estimated performance	MTEF period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Increased foreign direct investment (FDI) and contributed to economic growth in South Africa	Contributed to economic growth in South Africa through export and investment promotion by: • exploring new areas for trade and investment ranging from primary, secondary and tertiary sectors • nurturing and expanding existing trade and investment • establishing business relations	Number of quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	New indicator		12 regional investment strategy and quarterly progress reports reflecting DIRCO's contribution towards increased FDI into South Africa and Africa	12 regional investment strategies and quarterly progress reports	12 quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	12 quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	12 quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach

			Annual targets							
Outcome	Outputs	Output indicators	Audi	ited/actual perfor	mance	Estimated performance	MTEF period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
			New indicator		12 regional trade strategies aligned with the Integrated National Export Strategy (INES) and quarterly progress reports reflecting DIRCO's contribution to export promotion	12 progress reports on regional trade strategies aligned with the INES		EGEO! 2-1		

			OUTCOMES, OU	TPUTS, PERFORM	MANCE INDICATOR	RS AND TARGETS				
		Output				Annual targets				
Outcome	Outputs	indicators	Aud	Audited/actual performance		Estimated performance	MILEE DATION			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
t t	Contributed to growth in the tourism sector by networking and showcasing South Africa's diverse tourism industry	Number of regional reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing towards growth in the tourism sector in support of the one government tourism approach	New indicator		tourism reports on tourism- promotion events to promote South Africa as a preferred tourist destination, the opportunities and barriers	tourism reports on tourism- promotion events to promote South Africa as a preferred tourist destination,	12 regional reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	12 regional reports on the tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	regional reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	

			OUTCOMES, OU	TPUTS, PERFORI	MANCE INDICATOR	RS AND TARGETS				
						Annual targets				
Outcome	Outputs	Output indicators	Audited/actual performance		mance	ance Estimated performance		MTEF period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
REGIONAL INTE	EGRATION									
Increased regional integration	Contribution towards regional integration and the imlementation of the Revised Regional Indicative Strategic Development Plan (RISDP)	Number of assessment reports of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP	New indicator		Two assessment reports reflecting South Africa's contribution towards: • peace and stability • good governance and democracy	Two assessment reports of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP	Two assessment reports of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP	Two assessment reports of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP	Two assessment reports of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP	

INDICATORS, ANNUAL AND	QUARTERLY TARGTETS				
Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	12 regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and the MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and the MTSF	Three regional political reports, including the outcomes of structured bilateral Mechanisms and high-level visits aligned to achievement of the NDP and the MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and the MTSF
Number of quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	12 quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	Three quarterly progress reports on the regional trade and investments and investment initiatives undertaken in support of the one government investment approach	Three quarterly progress reports on the regional trade and investments and investment initiatives undertaken in support of the one government investment approach	Three quarterly progress reports on the regional trade and investments and investment initiatives undertaken in support of the one government investment approach	Three quarterly progress reports on the regional trade and investments and investment initiatives undertaken in support of the one government investment approach
Number of regional reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	12 regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Three quarterly progress reports on regional tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Three quarterly progress reports on regional tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Three quarterly progress reports on regional tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Three quarterly progress reports on regional tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach
REGIONAL INTEGRATION					
Number of assessment reports of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP	Two assessment reports of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP		One assessment report of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP		One assessment report of South Africa's contribution towards: • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP

The department is committed to the excellent execution of South Africa's foreign policy objectives, which are predicated on the achievement and the pursuit of national priorities. This excellent execution is also within the framework of the sustainable support and development of the region, the continent and the world.

The department is thus committed to the seven strategic priorities of the MTSF and has every intention to contribute towards the one government plan of working together with other government departments, in order to lead in the execution of South Africa's foreign policy, whilst including the expertise that of other government departments. As such, it is important to highlight that the department has committed to ensuring that all programmes will focus on gender, youth and persons with disabilities, in support of the promotion of human rights, which is critical for sustainable development.

The current global trends compel the department to be strategic towards South Africa's bilateral and multilateral engagements. The country strategies, developed by the business units, therefore play a pivotal role in guiding these engagements. This is especially important in the current strained fiscal environment, which impacts on our engagement with the international community.

The department has committed to enhancing its "Economic diplomacy" towards "Commercial diplomacy". These are key mechanisms in the achievement of national interests through diplomatic means and complements traditional "political diplomacy". Furthermore, in support of and in solidarity with economic development within South Africa, the department is constantly developing mechanisms that support the Economic Recovery Reconstruction Plan, both domestically and through our missions abroad. In this process, DIRCO intends to 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 towards inbound tourism promotion. The role DIRCO plays in identifying opportunities is fundamental in order for these opportunities to be handed over to the relevant domestic stakeholders for processing, thereby contributing towards economic growth and job creation. 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 department will continue to strengthen its bilateral political, economic and social relations through structured bilateral mechanisms, as well as high-level visits. These will remain the preeminent basis for advancing national priorities, as well as for effective engagement in multilateral fora. This is also the key driver for South Africa to identify strategic opportunities for skills and knowledge development highlighting domestic imperatives linked to international relations work.

Digital diplomacy has come to the forefront of diplomatic relations. The pandemic contributed significantly towards the innovation and elevation of traditional diplomacy towards more digital and technological diplomacy. This aspect of diplomacy has emphasised the interconnectedness of the global system and has assisted countries to be able to innovate as far as conducting business is concerned, in order to achieve pre-determined goals. The department will continue to enhance its digital diplomacy platforms, in order to limit physical engagement within the diplomatic fora.

The above planned performance is the department's commitment to the interventions and targets as outlined in the MTSF, with a specific focus on priority seven, as well as the sectors identified in priorities one to six. The department will continue to pursue increased and improved access of South African products and services to foreign markets, which 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, by looking at both hard and soft issues. There is a further acknowledgement and awareness that the world is changing rapidly. The department, through strategic interventions, recognises that South Africa's foreign policy should be agile and it, therefore, intends to remain at the forefront in order to respond to this changing nature. This has been especially true after the COVID-19 pandemic and other wild cards.

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 and 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

The table below reflects the budget allocation for Programme 2: International Relations for the 2022 MTEF. The allocated budget for International Relations amounts to 50.0% of the total departmental budget for the 2022/23 financial year. The budget allocation includes allocations for 116 missions in the Africa, Americas, Europe, Asia and Middle East regions. The increase in the budget allocation for this programme is mainly on goods and services as per the escalations on contractual obligations for the leases of offices and residential accommodation abroad.

Subprogrammes	Audited outcome		Adjusted appropriation	Medilim-term estimat			
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Subprogrammes							
Africa	1 036 802	1 011 594	1 016 156	1 034 866	1 082 721	1 121 371	1 173 792
Asia and Middle East	941 034	969 241	981 616	933 613	928 995	980 633	1 027 267
Americas	509 243	516 373	519 977	478 070	482 642	441 230	459 020
Europe	890 397	866 652	872 343	848 785	803 597	733 751	764 079
Total	3 377 476	3 363 860	3 390 092	3 295 334	3 297 955	3 276 985	3 424 158

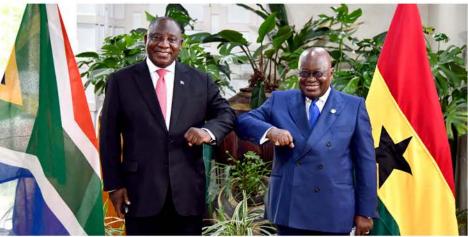
Economic classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compensation of employees	2 073 395	2 082 477	2 079 514	1 899 405	1 890 369	1 872 827	1 956 936
Goods and services	1 273 937	1 228 485	1 238 295	1 330 582	1 362 377	1 356 112	1 422 556
Interest on rent and land	-	-	-	-	-	-	-
Transfers and subsidies	25 165	6 304	12 368	51 447	29 504	32 442	28 774
Payments for capital assets	4 979	2 346	3 870	13 900	15 705	15 604	15 892
Payments for financial assets		44 248	56,045	-	-	-	-

Salary band	Number of posts on approved establishment in January 2022	Number of posts filled in January 2022	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	13	9	0
Highly skilled production (Levels 6-8)	215	190	0
Highly skilled supervision (Levels 9-12)	499	447	0
Senior management (Levels 13-16)	165	135	1
Total	892	781	1











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: Global System of Governance

Purpose: Participate in the global system of governance

Subprogramme 3.2: Continental Cooperation

Purpose: Strengthen socio-economic and political development of the African continent

Subprogramme 3.3: South-South Cooperation

Purpose: Strengthen South-South relations

Subprogramme 3.4: North-South Dialogue

Purpose: Strengthen relations with the strategic formations of the North

						Annual targets			
Outcome	Outputs	output indicators	Audi	ted/actual perfor	mance	Estimated performance	MTEF period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
3.1 GLOBAL S	SYSTEM OF GOV	/ERNANCE							
Proponent of stengthening multilateral institutions through consistently upholding South Africa's principled positions	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 Compliance with South Africa's international reporting obligations	Number of reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security, • human rights and • economic and social development Number of reports on South Africa's international reporting obligations	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 development.	Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security, • human rights and • economic and social development Two reports on the implementation of South Africa's international reporting obligations	12 reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security, • human rights and • economic and social development Two reports on the implementation of South Africa's international reporting obligations	12 reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security, • human rights and • economic and social development Two reports on the implementation of South Africa's international reporting obligations	12 reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security, • human rights and • economic and social devleopment Two reports on the implementation of South Africa's international reporting

			OUTCOMES,	OUTPUTS, PERFO	RMANCE INDICAT	ORS AND TARGET	s		
						Annual targets			
Outcome	Outputs	Output indicators	Audi	ited/actual perform	ance	Estimated performance		MTEF period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	South Africa's leadership and policy advanced on the regional, continental and global stage	Number of positions on identified influential multilateral bodies where South Africa is represented	The current level of representation by South Africa at the United Nations stands at 63 positions, including the new high-level positions	At the end of March 2020, the num ber of positions occupied by South Africa (at country, expert and appointment level) stood at 65	Not reported	60 positions on identified influential multilateral bodies maintained	60 positions on identified influential multilateral bodies maintained	60 positions on identified influential multilateral bodies maintained	60 positions on identified influential multilateral bodies maintained
3.2 CONTINENTA	L AL COOPERATION	 							
United and politically cohesive continent that works towards shared prosperity and sustainable development	Africa partnerships recalibrated for the effective implementation of the African Union's (AU) Agenda 2063	Number of assessment reports reflecting South Africa's participation and outcomes of: • AU structures and processes • AU Partnership and • Implementation of Agenda 2063	New indicator		Not achieved	Two assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063	Two assessment reports reflecting South Africa's participation and outcomes of: • AU structures and processes • AU Partnership • implementation of Agenda 2063	Two assessment reports reflecting South Africa's participation and outcomes of: • AU structures and processes • AU Partnership • implementation of Agenda 2063	Two assessment reports reflecting South Africa's participation and outcomes of: • AU structures and processes • AU Partnership • implementation of Agenda 2063

						Annual targets			
Outcome	Outputs	Output indicators	Aud	ited/actual perfor	nance	Estimated performance		MTEF period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	South Africa contributes to continental efforts aimed at resolving conflicts	Number of reports on South Africa's commitments and efforts towards peace and stability on the continent	New indicator		Country obligations to SADC and AU fulfilled	100% of South Africa's commitments and efforts in order to resolve continental conflicts, honoured	Two reports on South Africa's commitments and efforts towards peace and stability on the continent	Two reports on South Africa's commitments and efforts towards peace and stability on the continent	Two reports on South Africa's commitments and efforts towards peace and stability on the continent
3.3 SOUTH-SOL	TH COOPERATION	N							
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	Number of reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	New indicator			Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda

						Annual targets			
Outcome	Outputs	Output indicators	Audi	Audited/actual performance Estimated performance MTEF period		MTEF period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
3.4 NORTH-SO	JTH COOPERATION	ON							
Relations with the North everaged in advancement of national and continental oriorities	North-South cooperation utilised to pursue South Africa's national interest and advance the development agenda	Number of reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	New indicator			Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda

Output indicators	Annual target	Q1	Q2	Q3	Q4
3.1 GLOBAL SYSTEM OF G	OVERNANCE				
Number of reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security • human rights • economic and social development Number of reports on South Africa's international reporting obligations Number of positions on identified influential multilateral bodies where South Africa is represented	12 reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security • human rights • economic and social development Two reports on the implementation of South Africa's international reporting obligations 60 positions on identified influential multilateral bodies maintained	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security • human rights • economic and social development One report on the implementation of South Africa's international reporting obligations Maintain 60	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security • human rights • economic and social development	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security • human rights • economic and social development One report on the implementation of South Africa's international reporting obligations Maintain 60	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: • peace and security • human rights • economic and social development
3.2 CONTINENTAL COOPE	RATION				
Number of assessment reports reflecting South Africa's participation and outcomes of: AU structures and processes AU Partnership implementation of Agenda 2063	Two assessment reports reflecting South Africa's participation and outcomes of: • AU structures and processes • AU Partnership • implementation of Agenda 2063		One assessment report reflecting South Africa's participation and outcomes of: AU structures and processes AU Partnership implementation of Agenda 2063		One assessment report reflecting South Africa participation and outcomes of: AU structures and processes AU Partnership implementation of Agenda 2063
Number of reports on South Africa's commitments and efforts towards peace and stability on the continent	Two reports on South Africa's commitments and efforts towards peace and stability on the continent	One report on South Africa's commitments and efforts towards peace and stability on the continent		One report on South Africa's commitments and efforts towards peace and stability on the continent	

Output indicators	Annual target	Q1	Q2	Q3	Q4
3.3 SOUTH-SOUTH COOPE	RATION				
Number of reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	One report on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	One report on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	One report on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	One report on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda
3.4 NORTH-SOUTH COOPE	RATION				
Number of reports on the reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda		One report on the reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda		One report on the reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda

DIRCO is committed to continue to focus on actions to advance the development of the African continent, advance human rights, promote respectful cooperation between nations, actively participate in achieving peaceful resolution of conflicts and support 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 the main vehicle for advancing key foreign policy interests.

As the global landscape of power and economy is changing, aggravated by the effects of the COVID-19 pandemic on the world's economy, the conditions for multilateralism are changing with it. Unfortunately, it has become clear that the COVID-19 pandemic has made the attainment of the SDGs 2030 Agenda and Agenda 2063 unlikely within the set timeline.

South Africa's multilateral interests at regional level are focussed on its membership of the Southern African Development Community (SADC), at continental level, the African Union (AU) and at global level, the United Nations (UN). Other interests which intersect with those mentioned above, include South Africa's membership of, among others, the Non-Aligned Movement (NAM), the G77, the G20, the Commonwealth and partnership arrangements. South Africa's national position is informed by its domestic policy imperative and its constitutional values, and also reflects the African Agenda on Peace and Security, Human Rights and Economic and Social Development.

Maintaining this extensive international presence becomes particularly challenging in the current fiscally constrained environment.

Regarding peace and security, South Africa will, among others, continue to focus on the implementation of the Women, Peace and Security Agenda, will continue seek membership of the UN Peacebuilding Commission and pursue representation on the AU Peace and Security Council. South Africa is a signatory to a number of international and regional instruments relating to gender equality and women empowerment. These include the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) of 1995, the AU Protocol to the African Charter on Human People's Rights on the Rights of Women better known as the Maputo Protocol (2005) and the Southern African Development Community Protocol on Gender and Development (2012). Gender mainstreaming continues to be a key process for instituting change and building an equal society based on respect for human rights. South Africa ratified the Beijing Platform for Action, an agenda towards empowerment of women and girls, and made a firm commitment to mainstream gender within Government by creating the National Gender Machinery led by the Department of Women, Youth and Persons with Disabilities. In 2021, South Africa ratified the International Labour Organisation (ILO) Convention 190 aimed at ending violence and harassment in the world of work. South Africa has been appointed Chair of the Bureau for the 66th Session (2022) of the Commission on the Status of Women (CSW) for 2022-23. Bureau members serve for a period of two years.

On sustainable development, South Africa will continue to advance the implementation of the African Continental Free Trade Area (AfCFTA), the AU Agenda 2063 and the UN 2030 Agenda for Sustainable Development, amid the COVID-19 pandemic.

South Africa will also continue to address the socio-economic and environmental consequences of the COVID-19 pandemic in Africa by continuing to play a leading role in global initiatives to mitigate the pandemic, among others, to optimise vaccine development; to support efforts to advance equitable access to affordable and accessible COVID-19 vaccines; and to provide additional support for debt-distressed countries to assist with post-COVID-19 economic recovery.

South Africa's foreign policy is predicated on the principles of human rights and its engagements are premised on the need to influence norms and standards in the international human rights system and related fields, as well as strengthening governance within the system. This is with a view to realise human rights for all, bearing in mind that they are universal, indivisible, interdependent and inter-related. South Africa will, therefore, lobby for its election to the Human Rights Council for the term 2022 to 2024.

The global environment is increasingly shaped by rising nationalism and unilateralism, and a retreat from the traditional rules-based multilateral system of global governance will present steep challenges to navigate in repositioning the continent as a regional economic force to be reckoned with.

South Africa remains strongly committed to and invested in support of building unity, inclusive economic development and shared prosperity for the African continent and its peoples. It will, therefore, be incumbent on South Africa, as the outgoing Chair of the AU Troika, to be at the forefront of efforts to strengthen and capacitate the AU to more effectively address challenges such as the COVID-19 pandemic and to harness opportunities confronting Africa in a precarious, volatile and constantly evolving and shifting geopolitical landscape.

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.

2022/23 DIRCO ANNUAL PERFORMANCE PLAN

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.

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 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 advancing the development agenda.

For South Africa to promote its national interest in the multilateral system, it must actively participate in negotiations and influence the outcomes of multilateral processes and meetings as stipulated in the National Development Plan. South Africa will also continue to advocate for a reformed rules-based global system, which is equitable, as well as responsive, to South Africa's needs, and the needs of Africa and other developing countries in general.

South Africa will continue to use its membership and bilateral and multilateral engagements with groupings of the South, including BRICS, IORA and IBSA 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. Our BRICS partnership continues to represent a powerful coalition of countries that ensures the centrality of multilateralism, that speaks out against unilateralism, protectionism and populism, and that calls for the respect of international law and a reformed global order that is more equitable, inclusive and representative of current global realities.

South Africa engages with key global economic processes of the North, such as the EU, WTO, the WB, IMF, OECD, WIPO, the Group of Seven (G7) and the World Economic Forum (WEF), to promote Agenda 2063 in particular and the broader development interests of developing countries in general.

PROGRAMME 3: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 3: System of Global Governance; Continental Cooperation; South-South Cooperation; and North-South Cooperation for the 2022 MTEF, consisting of five missions' allocations abroad. The allocated budget amounts to 7.8% of the total departmental budget for the 2022/23 financial year.

Sub-programmes		Audited outcome			Me	edium-term estimate	es
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Global System of Governance	362 224	389 715	378 536	349 440	363 877	351 916	367 796
Continental Cooperation	70 235	80 983	70 987	63 844	75 662	72 547	75 727
South-South Cooperation	4 638	5 063	4 375	5 015	5 084	5 035	5 260
North-South Dialogue	88 647	73 821	78 713	66 895	72 532	72 128	75 367
Total	525 744	549 582	532 611	485 194	517 155	501 626	524 150

Sub-programmes	Audited outcome			Adjusted appropriation	dium-term estimate	m estimates	
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Economic classification							
Compensation of employees	363 160	378 361	376 575	323 986	353 913	337 209	352 351
Goods and services	153 892	160 376	137 544	154 341	159 622	160 856	167 941
Interest on rent and land	-	-	-	-	-	-	-
Transfers and subsidies	8 407	1 962	2 264	4 239	3 276	3 202	3 483
Payments for capital assets	285	405	721	2,628	344	359	375
Payments for financial assets		8 478	15,507	-	-	-	-
Total	525 744	549 582	532 611	485 194	517 155	501 626	524 150

Salary band	Number of posts on approved establishment in January 2022	Number of posts filled in January 2022	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	6	5	0
Highly skilled production (Levels 6-8)	57	47	1
Highly skilled supervision (Levels 9-12)	148	132	0
Senior management (Levels 13-16)	34	26	0
Total	245	210	1

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 State Protocol Services

Sub-programme 4.1 Public Diplomacy
Purpose: Promote a positive projection of South Africa's image

Sub-programme 4.2 State Protocol and Consular Services

Purpose: Provide protocol and ceremonial services

						Annual targets			
Outcome	Outputs	Output indicators	Audited/actual performance			Estimated performance	MTEF period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
4.1 PUBLIC DIF	PLOMACY								
Domestic and foreign audiences nformed of South Africa's foreign policy objectives and	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		25 key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments
priorities	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	13 public participation programmes (PPPs)	15 PPPs	12 PPPs held by political principals where audiences were engaged via webinars on domestic and international developments	12 PPPs	12 PPPs	12 PPPs	12 PPPs
			15 opinion pieces published	14 opinion pieces published	16 opinion pieces published	Nine opinion pieces published	Nine opinion pieces published	Nine opinion pieces published	Nine opinion pieces published

INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
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	12 PPPs	Three PPPs	Three PPPs	Three PPPs	Three PPPs
policy to domestic and international audiences	Nine opinion pieces published	One opinion piece published	Three opinion pieces published	Three opinion pieces published	Two opinion pieces published

Outcome	Outputs	Output				Annual targets			
		indicators	Aud	ited/actual perfor	mance	Estimated performance		MTEF period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
4.2 STATE PR	OTOCOL AND CO	NSULAR SERVICE	S						
Improved compliance with the diplomatic regulatory framework	Professional protocol services rendered for incoming and outgoing visits	Percentage of requests for protocol services rendered for incoming and outgoing visits	100% (76) of state visit services rendered	100% (53) of state visit services rendered	100% (18) of protocol services rendered for all incoming and outgoing state, official and working visits: • incoming:15 • outgoing: three	100% protocol services rendered for all incoming and outgoing visits	100% protocol services rendered for incoming and outgoing visits	100% protocol services rendered for incoming and outgoing visits	100% protocol services rendered for incoming and outgoing visits

Outcome	Outputs	Output										
		indicators	Audi	ted/actual perform	nance	Estimated performance		MTEF period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25			
	Consular services rendered	Percentage of requests for consular assistance rendered	100% (995) consular services rendered	100% (929) consular services rendered	100% (30 779) cases reported to DIRCO were responded to as per the Service- Delivery Charter: • citizens in distress: 30 458 • whereabouts: 3 • mortal remains: 124 • adoptions: 0 • abductions: 5 • detainees/ prisoners: 24 • services of civil process: 149 • extraditions: 16 South African citizens in distress statistics include 30 383 citizens who were repatriated due to the COVID-19 pandemic	100% consular services rendered						
	Legalised services rendered	Percentage of documents legalised	100% (71 930) documents legalised	100% (82 644) documents legalised	100% (37 551) documents legalised	100% documents legalised	100% documents legalised	100% documents legalised	100% documents legalised			

INDICATORS, ANNUAL AND QUARTERLY TARGETS									
Output indicators	Annual target	Q1	Q2	Q3	Q4				
Percentage of requests for protocol services rendered for incoming and outgoing visits	100% of protocol services rendered for incoming and outgoing visits	100% protocol services rendered for incoming and outgoing visits	100% protocol services rendered for incoming and outgoing visits	100% protocol services rendered for incoming and outgoing visits	100% protocol services rendered for incoming and outgoing visits				
Percentage of requests for consular assistance rendered	100% of consular services rendered	100% consular services rendered							
Percentage of documents legalised	100% of documents legalised	100% documents legalised	100% documents legalised	100% documents legalised	100% documents legalised				

Public Diplomacy (PD)

The department, in line with the changing diplomatic environment, will continue to commit to the use all social media platforms for diplomatic purposes, thus enhancing transparency whilst bridging the communication gap between state and individual. This has been particularly important during times of crisis management and played a fundamental role in communicating key information to South Africans globally, especially during the pandemic. COVID-19 restrictions have heightened the need for digital diplomacy, undertaken through popular social networking sites such as Twitter, Facebook, LinkedIn, YouTube, news websites, webinars, virtual briefings and video conferencing.

The current digital revolution and technological advances remain a key interest, and there is a need to invest in new technologies to broaden PD's current reach. As it has been effective and beneficial in the execution of its mandate, PD 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.

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 platforms include, but are not limited to, Ubuntu Magazine, Ubuntu News Flash, Ubuntu Radio, Ubuntu TV, 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 platforms are the Public Participation Programmes (PPPs) and annual events, including the Diplomatic Fun Fair, Africa Day celebrations, etc. It also includes public lectures, symposia, outreach programmes and engagements with government departments and other stakeholders. The branch will strengthen working relationships with like-minded institutions such as BrandSA, 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 Centre for Early Warning offers 24-hour communications, information, logistical and stand-by support service relating to issues relevant to DIRCO and other government departments, South African missions abroad and the public at large, and often serves as a call centre to disseminate information during a crisis.

State Protocol and Consular Services

State Protocol will continue to provide services in line with the Vienna Convention and provision of the privileges as agreed upon by countries. These services are delivered in line with the Service Delivery Charter. As host to one of the largest concentration of diplomats globally, the Department will continue to provide support to the Foreign Diplomatic and Consular Officials accredited to the Republic of South Africa. The provision of state protocol plays a pivotal role in the coordination of incoming and outgoing visits.

Consular Services provide effective and efficient consular and notarial services 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. As the COVID-19 pandemic continues, support in respect of repatriation requests remains paramount.

PROGRAMME 4: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 4: Public Diplomacy and Protocol Services for the 2022 MTEF, consisting of two subprogrammes, namely: Public Diplomacy and Protocol Services. The allocated budget amounts to 4.4% of the total departmental budget for the 2022/23 financial year. The budget allocation for the 2022/23 financial year has decreased, resulting from the hybrid method of conducting diplomacy (virtual and face-to-face) adopted by the department.

Subprogrammes	Audited outcome			Adjusted appropriation	M	edium-term estimate	es
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/2025
Public Diplomacy	78 042	69 401	47 227	58 867	54 460	52 128	54 468
Protocol Services	274 473	219 645	188 103	238 572	235 483	223 956	234 015
Total	352 515	289 046	235 330	297 439	289 943	276 084	288 483

Economic classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compensation of employees	182 967	185 119	179 730	166 354	158 123	144 955	151 465
Goods and services	167 084	103 000	53 921	128 928	128 497	129 301	135 108
Interest on rent and land		-	-	-	-	-	-
Transfers and subsidies	870	927	1 572	1 721	1 783	1 790	1 870
Payments for capital assets	1 594	-	107	436	1 540	38	40
Payments for financial assets		-	-	-	-	-	-
Total	352 515	289 046	235 330	297 439	289 943	276 084	288 483

Salary band	Number of posts on approved establishment in January 2022	Number of posts filled in January 2022	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	22	15	0
Highly skilled production (Levels 6-8)	169	130	0
Highly skilled supervision (Levels 9-12)	135	90	0
Senior management (Levels 13-16)	24	19	0
Total	350	254	0

PROGRAMME 5: INTERNATIONAL TRANSFERS

Purpose: Fund membership fees and transfer to international organisations

Sub-programme 5.1: Departmental agenciesPurpose: Facilitate transfer of funds to the public entity

Sub-programme 5.2: Membership contributionsPurpose: Facilitate transfers to international organisations

	OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS										
Outcome Outputs	Output		Annual targets								
		indicators	Audited/actual performance		nance	Estimated performance	MTEF period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
Strengthen	South Africa	Number of		No target			Four quarterly	Four quarterly	Four quarterly		
multilateralism	fulfilling its	quarterly				reports on	reports on	reports on	reports on		
through	continental	reports on				payment of	payment of	payment of	payment of		
membership	and global	payment of				South Africa's	South Africa's	South Africa's	South Africa's		
fees and	responsibilities	South Africa's				contributions	contributions	contributions	contributions		
contributions		contributions				to international	to international	to international	to international		
		to international				organisations	organisations	organisations	organisations		
		organisations									

INDICATORS, ANNUAL AND QUARTERLY TARGETS									
Output indicators	Annual target	Q1	Q2	Q3	Q4				
Number of quarterly reports on payment of South Africa's contributions to international organisations	Four quarterly reports on payment of South Africa's contributions to international organisations	One quarterly report on payment of South Africa's contributions to international organisations	One quarterly report on payment of South Africa's contributions to international organisations	One quarterly report on payment of South Africa's contributions to international organisations	One quarterly report on payment of South Africa's contributions to international organisations				

The department is committed to continue to honour all commitments undertaken by South Africa at international, regional and subregional multilateral level by ensuring that all payment obligations are adhered to. 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.

The department, through the MTSF (2019 – 2024), requires that South Africa contributes to a better South Africa and better region and to secure the advancement of South Africa's national interest. To enhance this governance commitment and obligation, South Africa will ensure the realisation of all payments and contributions to international organisations in full and on time towards the UN, SADC and the AU, including the institutions hosted in South Africa (i.e. Pan-African Parliament, New Partnership for Africa's Development, African Peer Review Mechanism, African Commission on Nuclear Energy and Pan-African University on Space Science and trans-frontier conservation areas. This requires the settlement of all assessed contributions as required by the respective international organisations.

PROGRAMME 5: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 5: International Transfers for the 2022 MTEF, which consists of the departmental agencies' allocation to the African Renaissance and International Cooperation Fund and SA Development Partnership Agency as well as international membership contributions to organisations such as, among others, the AU, SADC, UN, India-Brazil-South Africa Trust Fund, Commonwealth of Nations, etc. The allocated budget amounts to 11.6% of the total departmental budget for the 2022/23 financial year. The budget allocation for this programme is determined based on the assessment letters from each organisation South Africa is a member of.

Subprogrammes	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Departmental agencies	38 692	46 272	47 840	59 798	61 370	62 075	64 863
Membership contribution	720 322	824 778	773 966	689 302	701 985	707 064	738 818
Total	759 014	871 050	821 806	749 100	763 355	769 139	803 681

Economic classification	Audited outcome			Adjusted appropriation	M	edium-term estimat	es
Rand thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Transfers and subsidies	759 014	871 050	821 806	749 100	763 355	769 139	803 681
Total	759 014	871 050	821 806	749 100	763 355	769 139	803 681













UPDATED KEY RISKS

OUTCOME	KEY RISK	MITIGATION STRATEGIES
A modern, effective department with capable and skilled employees that is committed to the excellent execution of South Africa's foreign policy	 Impact of foreign exchange fluctuations Outdated ICT system Adaptation to digital change Ineffective and inefficient systems Inadequate Head Office-Mission interface Continued impact of the pandemic and disruption 	Structured change management processes Up-skilling and reskilling of personnel Improve systems Improve support to missions Increase in virtual engagements Secure online platforms Blended learning methodologies
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTSF priorities	Unexpected and unforeseen international developments Inadequate interface between some key stakeholders both at missions and Head Office Continued impact of the pandemic and disruption in traditional diplomacy Lack of synergy between partner departments	To be agile and responsive to international changes, engage in scenario planning and forecasting and to also consider reprioritisation in response to international changes Enabling work environment to allow for flexibility and digital diplomacy Providing support measures in the workplace Whole-of-government approach to develop country strategies for engagements
Increased foreign direct investment and contributed to economic growth in South Africa	 Unexpected and unforeseen international changes, such as COVID-19, negatively impacting the economic growth 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 	To be agile and consider reprioritisation in response to international changes Enhance interdepartmental coordination mechanisms
Increased regional integration	 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's work programme Lack of political will and resources within the member states to implement programmes and projects Potential for destabilising elements in the region 	Engage SADC member states bilaterally on the implementation of SADC decisions To engage international cooperating partners 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 Place South Africa as a credible interlocutor on the international stage

OUTCOME	KEY RISK	MITIGATION STRATEGIES
Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions	 Undermining of collective initiatives aimed at strengthening multilateralism Unexpected and unforeseen international changes, such as COVID-19, impacting on the ability on physical meetings and face-to-face negotiations 	Strengthened multilateral alliances to mitigate the negative effects of unilateral actions To be agile and responsive to international changes and creating an enabling work environment to ensure participation in virtual engagements
United and politically cohesive continent that works towards shared prosperity and sustainable development	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 Whole-of-government approach to develop strategies for engagements Improve policy coordination
Domestic and foreign audiences informed of South Africa's foreign policy objectives and priorities	Outdated technology Divergent views emanating from South Africa on foreign policy	Digital transformation, modernisation of ICT Stronger interdepartmental coordination on international relations activities
Improved compliance with the regulatory framework	Dependencies on key stakeholders Lack of cooperation with key stakeholders	Improved communication Strengthen partnerships with signed memoranda of understanding

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: • promote democracy and good governance • contribute to prevention and resolution of conflict • support socio-economic development and integration • provide humanitarian assistance	R49 699 000

8. INFRASTRUCTURE PROJECTS

No.	Project name	Project description	Outputs	Project start date	Project completion date	Total estimated project cost	Current year expenditure 2021/22
1	Windhoek Staff residences: Renovations of Staff Residences	Property renovated	Property renovated	2022/23	2023/24	R 11 000 000	R 134 263
2	Mbabane Official Residence: Major renovation to the Official Residence	Renovate the Official Residence	Property renovated	2021/22	2023/24	R 4 000 000	
3	Copenhagen Chancery and Official Residence	Attend to renovations identified from the conditions assessments of the properties	System repaired and replaced	2020/21	2023/24	R 12 995 000	
4	Munich Official Residence: Renovations and replacement of systems	Attend to renovations identified from the conditions assessments of the properties	System repaired and replaced	2020/21	2023/24	R 30 073 000	R 311 066
5	Vienna Chancery and Official Residence: Repairs and replacement of systems	Replacement of sewage, electrical systems, damp proofing and general upgrades	System repaired and replaced	2020/21	2023/24	R 10 000 000	R 1 338 221
6	London Chancery: Repairs and replacement of systems	Replacement of the fire alarm system	Systems replaced	2021/22	2023/24	R 2 233 000	

No.	Project name	Project description	Outputs	Project start date	Project completion date	Total estimated project cost	Current year expenditure 2021/22
7	Rome Official Residence: Repairs to the Official Residence	Attend to the repairs identified in the technical assessment of systems in the Chancery	Property renovated and systems replaced	2022/23	2024/25	R 5 000 000	
8	Disposal of unused properties in various Missions	Disposal of properties	Properties disposed	2021/2022	2023/24	R 7 325 553	
9	New Delhi Chancery: Construction of the new Chancery	Feasibility and project planning for construction of a new Chancery	New Chancery constructed	2022/23	2024/25	R 35 000 000	

9. PUBLIC-PRIVATE PARTNERSHIPS

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
Head Office accommodation for the Department of International Relations and Cooperation	 Financing, design, construction, operation and maintenance of a Head Office and guesthouse facilities Financing, design, renovation and structural maintenance of state-owned guesthouse facility 	New Head Office and guesthouse constructed Head Office and guesthouse maintained and operated by on-site facilities management company Furniture, fittings and equipment installed, maintained and replaced at agreed intervals State-owned guesthouse renovated and structurally maintained	2022/23 unitary fee: R291 055 335.31 million per annum (including VAT)	September 2034

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)



INDICATOR TITLE	NUMBER OF PROGRESS REPORTS ON THE IMPLEMENTATION OF THE DIGITAL STRATEGY
DEFINITION	In order to enhance the digital environment, the Department of International Relations and Cooperation has a detailed road map and a detailed implementation plan of the approved strategy. In order to ensure the appropriateness, the strategy needs to be monitored and assessed to determine the relevance of the strategic direction on concluded and ongoing identified projects.
SOURCE OF DATA	Chief Directorate: ICT
METHOD OF CALCULATION/ ASSESSMENT	Cumulative
MEANS OF VERIFICATION	Signed report
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	Quarterly
DESIRED PERFORMANCE	Accelerated implementation of the Digital Strategy
INDICATOR RESPONSIBILITY	Office of the Chief Information Officer

INDICATOR TITLE	NUMBER OF PROGRESS REPORTS ON THE AUDIT ACTION PLAN
DEFINITION	It is important that the department implements the Audit Action Plan in order to improve the audit outcome from qualified to unqualified. The department will monitor the action plan on a quarterly basis to make sure that there is progress in the prevention and correction of audit findings
SOURCE OF DATA	Office of the Chief Financial Officer
METHOD OF CALCULATION/ ASSESSMENT	Progress on the Audit Action Plan
MEANS OF VERIFICATION	Signed report
ASSUMPTIONS	Audit Action Plan implemented and monitored, leading to improvement in audit outcome
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Unqualified audit opinion
INDICATOR RESPONSIBILITY	Office of the Chief Financial Officer

INDICATOR TITLE	NUMBER OF REPORTS ON TRAINING PROGRAMMES CONDUCTED IN LINE WITH GENERIC SKILLS DEVELOPMENT PROGRAMME
DEFINITION	Training on skills development programmes implemented and monitored, leading to improvement in productivity and service delivery. It is imperative that DIRCO functions optimally and proficiency is vital. Relevant skills will assist with the requirement to have excellent workmanship.
SOURCE OF DATA	Chief Directorate: Human Resource Management and Development
METHOD OF CALCULATION / ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed report
ASSUMPTIONS	Training requests received
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Training done as per Performance Development Plan
INDICATOR RESPONSIBILITY	Deputy-Director General: Corporate Management

INDICATOR TITLE	NUMBER OF REPORTS ON ASPECTS IMPLEMENTED TOWARDS POSITIONING THE DIPLOMATIC ACADEMY AS A CENTRE OF EXCELLENCE IN FOREIGN SERVICE TRAINING
DEFINITION	The academy is expected to deliver quality programmes that adhere to international standards and the standard for the management thereof will be linked to have a certified Quality Management System. It is furthermore imperative that for this Diplomatic Corps to function optimally, foreign language proficiency is vital and the academy will strive to 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 CALCULATION/ ASSESSMENT	Valid ISO certificate/report, signed reports on AU languages and collaborating partnerships
MEANS OF VERIFICATION	Valid ISO certificate, signed reports on AU languages and establishing partnerships.
ASSUMPTIONS	Not applicable
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	In line with vulnerable groups, equity and rank
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	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 GENDER MAINSTREAMING INITIATIVES FOCUSSING ON WOMEN, YOUTH AND PERSONS WITH DISABILITIES
DEFINITION	Initiatives undertaken towards creating an enabling environment for the promotion of women empowerment, youth development and for persons with disabilities. These will include establishment of monitoring mechanisms to assess the implementation and reporting of information towards institutionalising mainstreaming by the department.
	The department will track initiatives on promoting women empowerment, youth development and for people with disabilities.
SOURCE OF DATA	Chief Directorate: Transformation Programme and Organisational Development
METHOD OF CALCULATION/ ASSESSMENT	Quantitative and quantitative
MEANS OF VERIFICATION	Signed reports, attendance registers, draft policy and assessment reports, templates
ASSUMPTIONS	Active participation in initiatives; officials declare their disabilities
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Target for women: Six Targets for youth: Two Target for people with disabilities: Two
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Institutionalisation of women empowerment, youth development and people with disabilities.
INDICATOR RESPONSIBILITY	Chief Directorate: Transformation Programme and Organisational Development

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 ICSLA (IL)	
METHOD OF CALCULATION/ ASSESSMENT	The following formula is used to calculate: Numerator (Requests responded to)	
MEANS OF VERIFICATION	Signed reports	
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	NUMBER OF REGIONAL POLITICAL REPORTS, INCLUDING THE OUTCOMES OF STRUCTURED BILATERAL MECHANISMS AND HIGH-LEVEL VISITS ALIGNED TO THE ACHIEVEMENT OF THE NDP AND MTSF
DEFINITION	South Africa strengthens and consolidates its political, economic and social relations through different engagements. 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 and is governed by a signed agreement. These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions.
	High-Level meetings, for the purposes of our report, denote meetings at the level of President, Deputy President, DIRCO Minister, Deputy Ministers, Director-General and Deputy Director-General. 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. It is of great importance to track the outcomes of these scheduled meetings as they promote South Africa's national priorities and interests.
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	South Africa's objectives can be pursued with the identified bilateral partner
DISAGGREGATIONOFBENEFICIARIES (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 QUARTERLY PROGRESS REPORTS ON THE REGIONAL TRADE AND INVESTMENT INITIATIVES UNDERTAKEN IN SUPPORT OF THE ONE GOVERNMENT INVESTMENT APPROACH
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 trade and investment opportunities. The MTSF has identified the sourcing of new markets for South African products and increasing FDI. Through its missions, the department contributes towards economic growth in South Africa through export and investment promotion by: • exploring new areas for trade and investment ranging from primary, secondary and tertiary sectors • nurturing and expanding existing trade and investment • establishing business-to-business relations. A quarterly progress report will reflect work done on trade promotion and sourcing of investment.
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports
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	More investment and trade opportunities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral branches

INDICATOR TITLE	NUMBER OF REGIONAL REPORTS ON THE TOURISM-PROMOTION EVENTS TO PROMOTE SOUTH AFRICA AS A PREFERRED TOURIST DESTINATION, THEREBY CONTRIBUTING TOWARDS GROWTH IN THE TOURISM SECTOR IN SUPPORT OF THE ONE GOVERNMENT TOURISM APPROACH
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 favorable tourism destination for business and leisure (Meetings, Incentives, Conferences and Events) and as a safe and value-for-money destination of choice. The aim of tourism promotion is to contribute to growth in the tourism sector. It is also part of the missions' activities to promote South Africa at events such as national days. It is also important for missions to identify opportunities for increased international tourist arrivals to South Africa, as well as the barriers.
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Tourism-promotion events take place within the limitations of the global pandemic
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 ASSESSMENT REPORTS OF SOUTH AFRICA'S CONTRIBUTION TOWARDS: • PEACE AND STABILITY • SOCIO-ECONOMIC DEVELOPMENT • GOOD GOVERNANCE AND DEMOCRACY • THE IMPLEMENTATION OF THE RISDP
DEFINITION	South Africa participates in continental meetings and structures in order to advance the national agenda and the 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.
SOURCE OF DATA	Chief Directorate: SADC
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports
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	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 Bilateral

INDICATOR TITLE	NUMBER OF REPORTS ON THE OUTCOMES OF MULTILATERAL AND MULTISTATE ORGANISATIONS REFLECTING SOUTH AFRICA'S PARTICIPATION AND INTERESTS, INCLUDING THAT OF 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. A limitation on the indicator performance is that 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.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	Simple addition
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Interdepartmental meetings taking place to agree on South Africa's position, having the country's position approved prior to South Africa's participation at international fora
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	South Africa's foreign policy objective pursued in areas of peace and security, human rights and economic and social development
INDICATOR RESPONSIBILITY	Deputy Director-General: 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	Office of the Chief State Law Adviser
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports
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	Bi-annual
DESIRED PERFORMANCE	South Africa is 100% compliance with submitting national reports
INDICATOR RESPONSIBILITY	Office of the Chief State Law Adviser

INDICATOR TITLE	NUMBER OF POSITIONS ON IDENTIFIED INFLUENTIAL MULTILATERAL BODIES WHERE SOUTH AFRICA IS REPRESENTED
DEFINITION	South Africa has to identify and take up positions at influential multilateral bodies where we are represented. Most of these positions are available on rotational basis and, once available, South Africa needs to field a suitable candidate and lobby for support in order to get the candidate elected. South Africa is represented at identified multilateral bodies to promote its national interests and to influence resolutions, decisions and outcomes. Representation can be both at country level and at expert level.
SOURCE OF DATA	Global Governance and Continental Agenda
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Positions in the multilateral bodies in which South Africans citizens has skills and may be appointed exist
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annual
DESIRED PERFORMANCE	More South African experts representated in multilateral bodies
INDICATOR RESPONSIBILITY	Global Governance and Continental Agenda

INDICATOR TITLE	NUMBER OF ASSESSMENT REPORTS REFLECTING THE SOUTH AFRICA'S PARTICIPATION AND OUTCOMES OF: THE AU STRUCTURES AND PROCESS AU PARTNERSHIPS AND IMPLEMENTATION OF AGENDA 2063
DEFINITION	South Africa participates in the AU and its organs to advance the First Ten Year Implementation Plan of Agenda 2063 and it's 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.
	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. 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.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Outcomes report or submissions on AU structures and process, AU partnerships and implementation of Agenda 2063
ASSUMPTIONS	The relevant partner departments that lead the flagship projects within their mandate submit the information to DIRCO
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	More flagship projects implemented or operationalised
INDICATOR RESPONSIBILITY	Branch: Global Governance and Continental Agenda

INDICATOR TITLE	NUMBER OF REPORTS ON SOUTH AFRICA'S COMMITMENTS AND EFFORTS TOWARDS PEACE AND STABILITY ON THE CONTINENT
DEFINITION	South Africa participates in AU structures and processes charged with the promotion of peace and security on the continent, which include the AU Peace and Security Council (AU Post-Reconstruction and Development Committee on Sudan), among others. These fora are engaged with a view to strengthen the African Peace and Security Architecture by supporting the operationalisation of the African Standby Force and the Continental Early Warning System.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Approved programmes of action, outcome reports, South Africa's submissions to 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	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	Fulfil all commitments to resolve continental conflicts
INDICATOR RESPONSIBILITY	Branch: Global Governance and Continental Agenda

INDICATOR TITLE	NUMBER OF REPORTS ON THE OUTCOMES OF SOUTH-SOUTH ENGAGEMENTS REFLECTING SOUTH AFRICA'S PARTICIPATION AND INTERESTS, INCLUDING THAT OF THE AFRICAN AGENDA
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 engagements and its participation aims to achieve those objectives.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports. In instances where there is more than one report provided, confirmation that the reports provided constitute one report for all South-South engagements will be added.
ASSUMPTIONS	The negotiated outcomes are in line with the identified objectives
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More outcomes on identified objectives
INDICATOR RESPONSIBILITY	Deputy Director-General: Global Governance and Continental Agenda Deputy Director-General: Asia and Middle East

INDICATOR TITLE	NUMBER OF REPORTS ON THE OUTCOMES OF NORTH-SOUTH ENGAGEMENTS REFLECTING SOUTH AFRICA'S PARTICIPATION AND INTERESTS, INCLUDING THAT OF THE AFRICAN AGENDA
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 channeled 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 (TICAD, EU)
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed submission / report
ASSUMPTIONS	The negotiated outcomes are in line with the identified objectives
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	More negotiated outcomes in line with South African objectives
INDICATOR RESPONSIBILITY	Regional organisations

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 it through professional public diplomacy services, the department will, in conjunction with the Government Communication and Information System (GCIS), facilitate key messages to be distributed to missions on political, economic and global developments. This will assist the missions to disseminate one message on key developments.
SOURCE OF DATA	Public Diplomacy
METHOD OF CALCULATION/ ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Key messages issued by Public Diplomacy as received from GCIS on political, economic and global developments
ASSUMPTIONS	Key messages are available to be distributed
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More key messages issued
INDICATOR RESPONSIBILITY	Public Diplomacy

INDICATOR TITLE	NUMBER OF PLATFORMS UTILISED TO INFORM AND PROMOTE SOUTH AFRICA'S FOREIGN POLICY TO DOMESTIC AND INTERNATIONAL AUDIENCES
DEFINITION	Different platforms are utilised by the principals, i.e. Minister and Deputy Ministers, to engage on domestic and international developments such as PPPs and opinion pieces
	A PPP is an outreach, conducted by the political principal, during which domestic audiences are engaged on foreign policy. Political principals may be represented by the DG, DDG or any nominated official.
	An opinion piece is a written expression of thoughts on a particular political issue.
SOURCE OF DATA	Public Diplomacy
METHOD OF CALCULATION/ ASSESSMENT	Quantitative
MEANS OF VERIFICATION	PPPs: Signed reports Opinion pieces: published opinion pieces
ASSUMPTIONS	Not applicable
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More PPPs and opinion pieces published
INDICATOR RESPONSIBILITY	Public Diplomacy

INDICATOR TITLE	PERCENTAGE OF REQUESTS FOR PROTOCOL SERVICES RENDERED FOR INCOMING AND OUTGOING VISITS			
DEFINITION	Incoming and outgoing visits for the President, Deputy President and their counterparts in compliance with relevant legislation. Categories of dignitaries: Heads of State or Government, spouses of Heads of State or Government, internationally recognised Kings/Queens at the level of a Head of State, Deputy Heads of State/Government, Ministers of Foreign Affairs/International Relations, Deputy Ministers of Foreign Affairs/International Relations, Heads and Deputy Heads of Multilateral and Regional Organisations, as determined by the policy on incoming international visits and eminent persons, as may be determined by the Director-General of DIRCO. Categories of visits: State visits, official visits, working visits, special visits, bi-national and joint commissions, conferences and summits, special envoys and private visits. Transit visits are excluded.			
SOURCE OF DATA	State Protocol and Consular Services			
METHOD OF CALCULATION/ ASSESSMENT	The following formula is used to calculate: Numerator (Requests responded to)			
MEANS OF VERIFICATION	Signed quarterly schedules for confirmed facilitated international visits of principals, including initiation and signed/approved exit reports and/or submissions			
ASSUMPTIONS	Written requests. Delayed notifications, which might allow very little lead time and/or notifications might only be received during or post a visit. Sufficient resources.			
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable			
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable			
CALCULATION TYPE	Non-cumulative			
REPORTING CYCLE	Quarterly			
DESIRED PERFORMANCE	All requests received responded to			
INDICATOR RESPONSIBILITY	Deputy Director-General: State Protocol and Consular Services			

INDICATOR TITLE	PERCENTAGE OF REQUESTS FOR CONSULAR ASSISTANCE RENDERED			
DEFINITION	To render consular services and to protect the interests of all South Africans abroad as contemplated in the Vienna Convention on Consular Relations, 1963. To monitor assistance provided by DIRCO to South Africa citizens abroad as per the Vienna Convention governing consular relations.			
SOURCE OF DATA	Chief Directorate: Consular Services			
METHOD OF CALCULATION/ ASSESSMENT	The following formula is used to calculate: Numerator (Requests responded to)			
MEANS OF VERIFICATION	Signed statistics / report			
ASSUMPTIONS	Confirmation that requests are received from South African citizens and all relevant stakeholders have been communicated to			
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable			
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable			
CALCULATION TYPE	Non-cumulative			
REPORTING CYCLE	Quarterly			
DESIRED PERFORMANCE	All requests responded to			
INDICATOR RESPONSIBILITY	Deputy Director-General: 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/ ASSESSMENT	The following formula is used to calculate: Numerator (Requests responded to) Percentage of documents legalised = Denominator (Requests received) * 100				
MEANS OF VERIFICATION	Signed statistics/reports/registers				
ASSUMPTIONS	The authorised signatures for partner departments are available				
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable				
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable				
CALCULATION TYPE	Non-cumulative				
REPORTING CYCLE	Quarterly				
DESIRED PERFORMANCE	Respond to all requests received				
INDICATOR RESPONSIBILITY	Deputy Director-General: State Protocol and Consular Services				

INDICATOR TITLE	NUMBER OF QUARTERLY REPORTS ON PAYMENT OF SOUTH AFRICA'S CONTRIBUTION TO INTERNATIONAL ORGANISATIONS			
DEFINITION	The department is required to transfer payments, which arise from obligations undertaken by South Africa at an international, regional and subregional multilateral levels. The payments, which are made by the department, generally take the form of: membership dues to organisations such as the UN, AU, 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 makes to international organisations for the purpose of humanitarian assistance, technical assistance, etc. It should be noted that the payment depends on the assessment letters received from the international organisations.			
SOURCE OF DATA	Chief Directorate: Financial Management			
METHOD OF CALCULATION/ ASSESSMENT	Quantitative			
MEANS OF VERIFICATION	Proof of payment			
ASSUMPTIONS	Sufficient funds available			
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 and all payments made within the period due			
INDICATOR RESPONSIBILITY	Deputy Director-General: Financial and Assets Management			

Glossary of terminology

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 to US\$3.4 trillion.

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.

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.

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, 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.

AUPCRD Committee on Sudan

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

Belt and Road Initiative (BRI)

China's BRI aims to connect Asia, Europe and Africa along five routes. The infrastructure projects, which are part of the BRI, mostly run through some of China's poorest and least developed regions and 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 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.

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, and tourism, 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).

Bi-National and Joint Commission

Bi-national and joint commissions are regularised and formalised meetings undertaken by mutual agreement between South Africa and the Joint Commissions participating country. These meetings take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions.

Bretton Woods Institutions

The International Monetary Fund and International Bank of Reconstruction and Development were created by the Bretton Woods Agreement at the United Nations (UN) Monetary and Financial Conference in 1944 to manage global economic and financial relations.

Disarmament and nonproliferation

A system of multilateral agreements, conventions and controls in which all states can equally participate and which is aimed at ridding the world of non-proliferation weapons of mass destruction and limiting the spread and control the use of conventional weapons, including small-arms and light weapons.

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.

Economic diplomacy

Economic diplomacy is the overall diplomatic contribution by DIRCO towards the implementation of South Africa's foreign policy priorities and national priorities, which are underpinned in the Economic Diplomacy Strategic Framework (EDSF). This framework is for South African missions abroad, supported by Head Office, to successfully drive the country's national interests, thus contributing towards the country's growth and development plan in the fields of tourism, trade and investment.

First 10-year Implementation Plan (FTYIP)

The FTYIP 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 aims of developing the 10-year plans are to:

- identify priority areas, set specific targets and 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 citizens' engagement in the implementation of the FTYIP.

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

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

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 (4IR) 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, 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 and 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.

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, and the quasi-autonomy of regional alliances such as the European Union (EU), 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.

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.

High-Level Meeting

The term, High-Level Meeting, is often employed to denote meetings of ministers and above. The content of these meetings could be the same for state and official visits.

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 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.

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 UN Security Council: China, France, Russia, United Kingdom, United States [US], plus Germany) together with the EU. On 8 May 2018, former President Donald Trump announced the US' withdrawal from the JCPOA.

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.

Medium Term Strategic Framework (MTSF)

The MTSF is a high-level strategic document to guide the five-year implementation and monitoring of the National Development Plan 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 are:

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

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 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.

Official visit

An Official Visit is the second-highest level of diplomatic contact between two countries and is undertaken at the invitation of the host to the relevant foreign counterpart. It takes place more frequently than a State Visit and can involve a Head of State or Government, Deputy Head of State/Government, Minister/Deputy Minister of Foreign Affairs/ International Relations. Ceremonial and protocol honours accorded are scaled down depending on the rank of the visiting counterpart. The duration of an Official Visit will not exceed three days (two nights). An extension of an Official Visit beyond the set period will be at the discretion of the host. An extension of an Official Visit beyond the set period without the approval of the host will be categorised as a Private Visit.

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 organisation contains many groups that keep their identities while also participating in the larger group.

Plurilateral

A plurilateral agreement is a multinational 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 a multilateral agreement.

Private Visit

A Private Visit is an unofficial visit undertaken by a foreign dignitary as outlined by the policy on incoming international visits and includes, but not restricted to, private business, medical treatment or holiday purposes.

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.

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 the Southern African Development Community (SADC). SADC and the Southern African Customs Union (SACU) are primary vehicles for regional economic integration. They are important building blocs to achieve the Common Market for Eastern and Southern Africa (COMESA)-East African Community (EAC)- SADC Tripartite Free Trade Area (TFTA) and the African Continental Free Trade Area (AfCFTA).

SADC's integration agenda is anchored in 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.

Regional Indicative Strategic Development Plan (RISDP)

The RISDP is a comprehensive development and implementation framework guiding the regional integration agenda of the 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. Trough 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.

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 AU aspirations.

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.

Special Visit

A Special Visit is undertaken by a foreign dignitary at the invitation of the Republic of South Africa, to represent their country or organisation (e.g. the inauguration of a Head of State, ad-hoc meetings etc.) or attend a specific occasion (e.g. State funeral, etc.).

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 to another. It takes place at the invitation of the President of the Republic of South Africa and the recommendation of the Minister of International Relations and Cooperation. During a State Visit, full ceremonial honours are accorded to a foreign Head of State. The duration of a State Visit is three days (two nights). An extension of a State Visit beyond the set period will be at the discretion of the President of the Republic of South Africa. Extension of a State Visit beyond the set period without the approval of the President will be categorised as a Private Visit.

Strategic Partnership

A Strategic Partnership, such as that of the Africa-, provides an overarching long-term framework for intercontinental relations aimed at promoting economic cooperation, sustainable development, peace, security, democracy, prosperity, solidarity and human dignity for the benefit of its members.

Strengthen relations

This terminology generally refers to diplomatic actions aimed at expanding and deepening the political, trade, social, financial, economic 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.

Structured bilateral mechanism

A structured bilateral mechanism 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 subcommittees 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 subcommittees. 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 a bi-national commission, joint commission, partnership forum, 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.

Tripartite Free Trade Area (TFTA)

United Nations (UN)
Development Agenda

United Nations Sustainable Development Goals (SDGs) The TFTA is an initiative between three RECs, namely: COMESA, the EAC and 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.

The UN Development Agenda 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.

The aim of the SDGs is to end poverty and hunger globally; combat inequalities within and among countries; build peaceful, just and inclusive societies; protect human rights; promote gender equality and the empowerment of women and girls; and ensure the lasting protection of the planet and its natural resources. Countries committed to the SDGs aim to create the conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities. The SDGs are integrated and indivisible and balance the three dimensions of sustainable development: the economic, the social and the environmental. There are 17 SDGs, demonstrating the scale and ambition of this global agenda.

Goal 1: No poverty

Goal 2: Zero hunger

Goal 3: Good health and well-being

Goal 4: Quality education

Goal 5: Gender equality

Goal 6: Clean water and sanitation

Goal 7: Affordable and clean energy

Goal 8: Decent work and economic growth

Goal 9: Industry, innovation, and infrastructure

Goal 10: Reduced inequalities

Goal 11: Sustainable cities and communities

Goal 12: Responsible consumption and production

Goal 13: Climate action

Goal 14: Life below water

Goal 15: Life on land

Goal 16: Peace, justice, and strong institutions

Goal 17: Partnership for the goals

United States-Mexico-Canada Agreement (USMCA)

The North American Free Trade Agreement was renegotiated and replaced by the USMCA. The latter is expected to reshape North American economic relations and is in line with former President Trump's aim to give American manufacturers an advantage over their competitors and again 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.

Visit by Eminent Persons

The Director-General (DG) of DIRCO determines the guests who would be accorded a status of Eminent Persons for a particular visit. The Planning Committee of the specific visit, in consultation with the DG, decides on the courtesies to be accorded.

Visit by Special Envoy

A Special Envoy is a Representative appointed by a Head of State/Government or Head of Multilateral and Regional Organisation in order to convey an official message to the President or Deputy President of the Republic of South Africa. This visit is taken at the initiative of the visiting country. Courtesies to be accorded are informed by the level of the Special Envoy.

Working Visit

A Working Visit is undertaken at the initiative of the foreign counterpart/dignitary without a formal invitation from a South African counterpart. It requires prior approval from a South African counterpart. A visiting foreign counterpart/dignitary is not accorded full ceremonial honours. The duration of a Working Visit will not exceed two days (one night). An extension of a Working Visit beyond the set period without the approval of the host will be categorised as a Private Visit.

LIST OF ABBREVIATIONS AND ACRONYMS

Α

ACP African, Caribbean and Pacific Group of States
AfCFTA African Continental Free Trade Agreement

AGOA Africa Growth and Opportunity Act

AUC African Union Commission

AU African Union

AUPSC AU Peace and Security Council

В

BRICS Brazil, Russia, India, China and South Africa

С

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

Ε

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

Ν

NDP National Development Plan

NSDS National Skills Development Strategy

0

OECD Organisation for Economic Cooperation and Development

PPTA 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

Т

TFTA Tripartite Free Trade Area

TIDCA Trade, Investment and Development Cooperation 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

ANNEXURE "A"

Amendment to the 2020 – 2025 Strategic Plan to include the outcome for Programme 5: International Transfers:

Outcome	Outcome Indicator	Baseline	Five-year target
Strengthen multilateralism through membership fees and contributions	South Africa membership fees paid in full on time	Not available	100% of membership fees paid in full and on time

