

STRATEGIC PLAN

2020 - 2025

Department of International Relations and Cooperation (DIRCO)



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Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA



STRATEGIC PLAN **2020 - 2025**

Department of International Relations and Cooperation (DIRCO)



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Dr GNM Pandor
Minister of International Relations and Cooperation



EXECUTIVE AUTHORITY STATEMENT

I hereby present the Strategic Plan for the Department of International Relations and Co-operation (DIRCO) for the term 2020/25. The 2020/25 Strategic Plan builds on and is continuous with the goals of the 2015/20 Strategic Plan, within South Africa's overarching vision.

DIRCO's strategic plans are developed in a complex and dynamic global environment. International relations strategies are forged cognisant of country-based initiatives, the challenges and opportunities that arise from national, continental and global relations and the imperatives of global development cooperation. This requires a set of strategies that position the country to effectively engage in global politics, trade and development with the requisite capabilities to manage multi-layered relations within the global political and economic architecture.

South Africa held its sixth democratic elections in 2019 and the new administration has adopted a five-year strategic framework. This framework sets out our plans for acting on the mandate of the 2019 – 2024 Medium Term Strategic Framework (MTSF).

In addition to the MTSF, DIRCO's work is guided by a mandating environment that includes primarily the Constitution of South Africa; the vision set out in the National Development Plan: Vision 2030; the African Union's (AU) Agenda 2063; the United Nations (UN) 2030 Agenda for Sustainable Development Goals; and relevant international treaties and agreements. Our priorities for the year ahead are also informed by the national priorities set out in the State of the Nation Address. The strategic plan document, our Strategic Plan for 2020 – 2025, provides a detailed outline of our international work.

Successful implementation of our strategic plan will require us to draw on a range of experiences and partnerships. Our seat as a non-permanent member of the UN Security Council (SC) and service as 2020 Chair of the AU have been considered in the development of this plan.

As we discharge our international responsibilities on behalf of South Africa, we are guided by the fact that we have to build the country's role as an influential continental and global actor and partner. We will ensure that we leverage our role in the international community to advance our domestic priorities and the African Agenda.

In pursuing national priorities, DIRCO has to fully leverage bilateral, political, economic and social relations. We have to use our diplomacy and international relations to contribute to economic growth and development in South Africa. We should further use these to accelerate and strengthen regional integration and continental development.

Part of our responsibility is to help build and capacitate democratic and developmental institutions in the region, on the continent and in the Global South. This will be done in collaboration with our sister countries and, in particular, with the citizens of all our countries.

We continue to strengthen South-South relations in pursuance of South Africa's national priorities. At the same time, we will leverage relations with the North in the advancement of our national interests and continental development agenda.

South Africa has assumed the Chair of the AU for the year 2020. We will do our work guided by the principles of Pan-Africanism and the objectives of the African Agenda. Our term as AU Chair coincides with the inaugural year of the African Continental Free Trade Area (AfCFTA).

A flagship project of the AU's Agenda 2063, the AfCFTA will boost intra-Africa trade, enhance Africa's industrialisation prospects and facilitate Africa's integration into the global economy on terms which are more equal and fair. The AfCFTA lays the basis for the establishment a single African market comprising 54 nations and 1.2 billion people with a combined gross domestic product of over US\$3 trillion. This presents the opportunity for a decisive break with Africa's past economic fragmentation and marginalisation.

We are therefore proud that South Africa's own Wamkele Mene has been appointed as the new Secretary-General of the AfCFTA, which has its headquarters in Accra, Ghana. South Africa will work hard to support his office to realise and ensure that this continental initiative is successful.




Candith Mashego-Dlamini
Deputy Minister of International Relations
and Cooperation



Alvin Botes
Deputy Minister of International Relations
and Cooperation

South Africa will also provide support for other important continental institutions so that they discharge their responsibilities with the necessary efficiency and effectiveness. These include the African Peer Review Mechanism, the AU's Development Agency, which will drive the New Partnership for Africa's Development agenda, the Pan-African Parliament as well as the Pan-African Women's Organisation.

South Africa as Chair of the AU will work tirelessly towards peace and security on the continent. In this regard, we believe that both the African leadership and ordinary people must be the architects of their own peace and stability. Of immediate concern is the on-going violence in Libya, conflicts in the Sahel as well as in the eastern part of the Democratic Republic of Congo. To make real the commitment of *"Silencing the Guns in Africa in 2020"*, we must collaborate with sister countries on the continent, focussing on the root causes of conflicts so that we are able create an environment for permanent peace and security in Africa.

SIGNATURE:	
EXECUTIVE AUTHORITY:	DR GRACE NALEDI MANDISA PANDOR MINISTER OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

At the same time, we will continue our role in the UNSC in dedication to the legacy of South Africa's first democratic President, Nelson Mandela. Accordingly, our membership at the UNSC is themed: "Continuing the Legacy; Working for Peace". This is important because the majority of the UNSC issues are those of peace and security in Africa.

Within the AU and UNSC, we will promote the agendas of peace and security, gender equality and sustainable development. With our partners in the Global South, we will work towards reforming the UNSC. We will do all these aware of the challenges posed by the retreat into unilateralism in some parts of the globe. We will, therefore, redouble our efforts to strengthen our relations at all levels so that the objective of an inclusive global village is achieved.



SILENCING THE GUNS:

Creating Conducive Conditions for Africa's Development





Kgabo Mahoai
Director-General: Department of International Relations and Cooperation



ACCOUNTING OFFICER STATEMENT

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. 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. The Department of International Relations and Cooperation (DIRCO) being the lead department in pursuit of South Africa's foreign policy objectives, needs to manage and coordinate the other domestic role-players contributing to the achievement of South Africa's foreign policy objectives.

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

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

South Africa has, since returning to the United Nations (UN) in 1994, made considerable strides in securing and using leadership positions to which the country has been elected to contribute to a just global order. Achievements are reflected in the following areas: peace and security; human rights and humanitarian affairs, as well as in economic and social development.

1. PEACE AND SECURITY

South Africa has actively contributed to the maintenance of international peace and security, through involvement in mediation and conflict resolution efforts as well the deployment of peacekeepers to peacekeeping missions of the UN and the African Union (AU). Additionally, South Africa has served on the Peace and Security Council of the AU as well as the United Nations Security Council (UNSC).

South Africa has utilised its time on the UNSC to promote the maintenance of international peace and security by advocating for the peaceful settlement of disputes and inclusive dialogue. South Africa has encouraged closer cooperation between UNSC and other regional and sub-regional organisations, particularly the AU. South Africa has further emphasised the role of women in the resolution of conflict.

South Africa's experience during its terms as a non-permanent member of the UNSC has also reinforced its conviction about the urgent need to reform the UNSC.

South Africa has ratified the Treaty on the Prohibition of Nuclear Weapons, thereby cementing the country's continued commitment towards the achievement of a world free from the existential threat posed by nuclear weapons and ensuring that nuclear energy is used for peaceful purposes only. This is particularly important in respect of the noticeable trend where nuclear arsenals are being modernised in nuclear-weapon states, a process that has ushered in the revision of military doctrines and nuclear postures.

2. HUMAN RIGHTS AND HUMANITARIAN AFFAIRS

South Africa, as a global citizen, has prioritised compliance, commitment and implementation of its international human rights and humanitarian obligations. In this regard, South Africa has ratified most core human rights and humanitarian instruments.

As part of its commitment to international human rights and humanitarian law, South Africa has also successfully campaigned for the election of South African specialists into the UN and human rights bodies. Currently, four experts are serving on these bodies.

On the international humanitarian front, South Africa has played a leading role in influencing and shaping the global humanitarian system. As a result of successful deliberations between the World Food Programme and the Government of the Republic of South Africa an agreement was reached for South Africa to host one of the largest UN Humanitarian Response Depot (HRD).

3. ECONOMIC AND SOCIAL DEVELOPMENT

South Africa was an elected member of the UN's Economic and Social Council (ECOSOC) between 2013 and 2018, and utilised its two terms to actively participate in the international discourse on advancing the UN Development Agenda beyond 2015 and work to ensure that the UN Development Agenda continues to remain compatible with development agenda of South Africa and the South, as well as AU aspirations.

Having served at a strategic juncture during the adoption of the 2030 Agenda for Sustainable Development from 2013-2015, South Africa opted for re-election to continue its role and advance its position in the discourse on the implementation of the 2030 Agenda.

As Chair of the Group of 77 (G77) in 2015, South Africa was among countries that were at the forefront of negotiating the development agenda to follow on the Millennium Development Goals (MDGs) which reached fruition in 2015. This led to the adoption of 17 Sustainable Development goals (SDG) under the heading of "Transforming Our World: The 2030 Agenda for Sustainable Development".

The UN General Assembly (UNGA) adopted a landmark consensus resolution in May 2018 on the repositioning of the UN Development System (UNDS), which was hailed by the Secretary-General as ushering in the most ambitious and comprehensive transformation of the UNDS to better support member

states towards the realisation of the 2030 Agenda for Sustainable Development and its 17 SDGs. Spanning almost three years, South Africa actively participated in the negotiations at the UN in New York on the repositioning of the UNDS.

In the area of climate change, through participating in the UN Framework Convention on Climate Change (UNFCCC) international negotiations on climate change, South Africa played a key role in negotiating the Paris Agreement, and at the 2018 UNFCCC Meeting in Katowice, Poland, adopted the Paris Agreement Work Programme, which sets out the rules, procedures and modalities for operationalising the Paris Agreement.

As Co-chair of the Development Working Group (DWG) of the G20, South Africa continues to prioritise Illicit Financial Flows (IFFs) as a developmental issue in terms of domestic resource mobilisation. In this regard, South Africa succeeded in 2016 at the Hangzhou Summit for G20 Leaders to commission the World Customs Organisation (WCO) to undergo a study on trade mispricing and mis-invoicing. The commitment to address IFFs that have a detrimental effect on domestic resource mobilisation was reaffirmed by G20 Leaders at the Buenos Aires Summit in 2018.

4. CONTINENTAL AGENDA

South Africa has consistently sought to strengthen Africa's regional and continental architecture, notably the Southern African Development Community (SADC) and the AU as vehicles for the regeneration of Africa and to build a continent that is free of conflict, poverty and underdevelopment. In this regard, South Africa has been at the forefront of efforts to strengthen and capacitate both SADC and the AU to more effectively address the challenges and opportunities confronting Africa in an evolving and shifting global geo-political landscape.

In June 2015, South Africa hosted the AU Summit, which adopted the First 10 Year Implementation Plan of Agenda 2063 flagship projects. Agenda 2063: "The Africa We Want" is the continent's strategic framework for its socio-economic transformation over the next 50 years.

South Africa believes that a strong, united and independent AU is instrumental in the realisation of Agenda 2063.

The signing of the Agreement Establishing the African Continental Free Trade Area (AfCFTA), has created the world's largest free trade area and is expected to significantly increase intra-African trade and investment. In February 2019, South Africa signed the 2014 Revised Protocol of the Pan-African Parliament (PAP) which seeks to transform the PAP into a full legislative organ of the AU.

South Africa assumed the Chairship of the African Union, Committee of African Heads of State on Climate Change (CAHOSCC) and the African Peer Review Mechanism (APRM) for 2020. In these leadership roles, South Africa is expected to champion the Peace and Security Agenda, support continental integration, economic development, trade and investment, advance gender equality and women empowerment and strengthen cooperation between the AU and the UN.

5. REGIONAL INTEGRATION

Regional economic integration has progressed considerably. The implementation of the SADC Free Trade Agreement (FTA) has largely been completed, with Madagascar and the Seychelles having acceded, after the initial entry into force. Angola is implementing a roadmap towards accession. Work towards liberalising trade in some services sectors is progressing well, with liberalisation schedules in four sectors having been agreed on. With regard to industrial development, economic integration has taken centre stage at the production level through cross-border value chains. This signals that due attention is being placed on the implementation of the action plan of the SADC Industrialisation Strategy.

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



of State and Government



6. STRONG, MUTUALLY BENEFICIAL SOUTH-SOUTH COOPERATION

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

BRAZIL, RUSSIA, INDIA, CHINA AND SOUTH AFRICA (BRICS) GROUP OF COUNTRIES

South Africa chaired BRICS in 2018, and hosted the 10th BRICS Summit. The BRICS leaders adopted the Johannesburg Declaration, which further consolidated the gains of BRICS practical cooperation in (i) global political-security; (ii) global governance of financial and economic institutions and (iii) people to people relations. During the period under review, South Africa contributed to the institutional development of BRICS with the establishment of the New Development Bank (NDB) and its Africa Regional Centre (ARC). It can also be reported that Eskom received US\$180 million during the first tranche of approved loans from the NDB.

INDIAN OCEAN RIM ASSOCIATION (IORA)

South Africa chaired IORA for the 2017 to 2019 period. As part of its programme, the country hosted the 18th IORA Council of Ministers (COM) in Durban on 2 November 2018, where the ministers approved the revision of the IORA Charter, which allows for the establishment and review of new and functional bodies and priorities without the need to review the Charter each time. The COM recorded significant progress in the implementation of the IORA

Action Plan (2017-2021) and in this regard approved the formal establishment of new working groups on the Blue Economy (chaired by South Africa), Maritime Safety and Security (chaired by Sri Lanka), Women's Economic Empowerment (chaired by Australia), as well as the Core Group on Tourism (chaired by the United Arab Emirates [UAE]). The Indian Ocean Dialogue was institutionalised as a functional body of IORA, and the on-going work by South Africa to reform the Indian Ocean Rim Academic Group (IORAG) was acknowledged as being key to strengthening the role of academia in the association.

INDIA, BRAZIL, SOUTH AFRICA (IBSA) FORUM

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

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

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



AFRICAN CARIBBEAN AND PACIFIC (ACP) GROUP OF STATES

The ACP Group of States provides a platform for South Africa to engage the Pacific and the Caribbean states in collaboration with the African member states of the ACP with the objective of promoting the African Agenda and advancing South-South solidarity.

Following the ninth ACP Summit, a revised Georgetown Agreement (constitutive instrument of the ACP) was adopted that converted the ACP Group to an Organisation of States (OACPS) with an objective of developing common positions on global challenges. Concurrently, the ACP is renegotiating its relationship with the European Union (EU) by revising the Cotonou Partnership Agreement (CPA) which expires at the end of February 2020. The CPA has been provisionally extended while the negotiations are on-going. The revised CPA will be structured on the basis of an umbrella agreement and three regional specific protocols, being Africa, Caribbean and the Pacific.

7. BENEFICIAL RELATIONS WITH STRATEGIC FORMATIONS OF THE NORTH

European Union

South Africa is the only African country and one of 10 globally, which has a Strategic Partnership with the EU. The seventh South Africa-EU Summit revitalised the Strategic Partnership between South Africa and the EU, thereby contributing to strengthening and enhancing the partnership based on shared values and interests, including effective multilateralism, the promotion of peace and security, human rights, democracy, the Rule of Law, free and fair trade, and sustainable development across both regions.

The EU, as a bloc, is South Africa's largest trading partner and largest foreign investor. Over 2000 EU companies operate in South Africa, creating more than 500 000 direct and indirect jobs. The EU also contributes €100 million (R1.3 billion) to infrastructure development for domestic, as well as regional programmes, through the Infrastructure Investment Programme for South Africa (IIPSA).

8. BILATERAL RELATIONS

Political engagements and deliverables

The conduct of diplomacy between two states remains the pre-eminent basis for advancing national priorities, as well as for effective engagement in multilateral fora. Structured bilateral mechanisms regularise and govern bilateral engagements and are one of the most important and valuable foreign policy instruments to coordinate South Africa's positions and activities towards a particular country. It is an important platform for the entire spectrum of government-to-government relations and draws on the expertise of various departments, depending on the area of cooperation being pursued. South Africa currently has 131 signed structured bilateral mechanisms with 106 countries.

Complementing the structured bilateral mechanisms are high-level political engagements in the form of official working visits. These visits are critical in ensuring that bilateral agreements are duly implemented, especially on sector specific commitments and priorities such as diplomatic consultations, Trade and Investment, Science and Technology, etc. Furthermore, the engagements also assist with the provision of the necessary political will in building closer bilateral cooperation at the highest political level.

Economic engagements and deliverables

Most structured bilateral mechanisms and high-level visits contain an economic component through which South Africa's economic interests are pursued. Additionally, South Africa's global network of missions constitutes an important resource in the pursuit of economic objectives and the promotion of trade and investment in their respective countries of accreditation. The following significant economic deliverables should be noted:

Significant expansion of trade and investment with Africa: The conscious decision by South Africa to expand its diplomatic footprint in the continent has resulted in huge economic and trade benefits for the country, in line with domestic imperatives of eradicating poverty, unemployment and inequality. This expansion has coincided with a considerable increase in trade with Africa. In 1994, trade between South Africa and the continent was R11.4 billion.

As of December 2017, South Africa's total trade with Africa stood at R420 billion, in favour of South Africa (the Department of Trade and Industry [the dti]). South Africa predominantly exports value-added goods to the continent as opposed to raw materials, thus affirming the strategic importance of the continent to South Africa's economic development.

During the period under review, South Africa has developed into a major investor in the rest of Africa, supporting growth and development within the region. South Africa remains a leading contributor to foreign direct investment (FDI) in sub-Saharan Africa, totalling R298 billion, according to the dti (2015). A characteristic of this investment in Africa has been the varied and diversified nature of the investments, which includes investments in manufacturing, retail, communications, construction, finance and tourism. A further avenue for strengthening economic ties has been identified as focussing on fostering the development and promotion of small and medium enterprises, as part of intra-African trade and investment.

South Africa's human resource capacity in the health sector has been expanded through the inception of the Nelson Mandela/Fidel Castro Medical Training Programme in 1996. Approximately 2700 South African students are currently studying medicine in Cuba under the Extended Health Cooperation Agreement signed in 2012. Some 591 qualified medical doctors have been trained and allocated to various public health facilities throughout the country. Under the same agreement, approximately 400 Cuban doctors are delivering their services often in the most remote parts of South Africa.

9. PUBLIC DIPLOMACY (PD)

PD's five-year Communication Strategy continued to guide the programmatic implementation of activities through its annual strategies. In this vein, domestic and international audiences were proactively informed about South Africa's policy positions, utilising platforms such as media briefings, public participation programmes (PPPs), Ubuntu Radio, *Ubuntu Magazine*, opinion pieces by principals and other related activities.

Throughout the five-year period, the work of PD succeeded in strengthening relations with various stakeholders, intensifying its engagements with citizens through PPPs, working with non-governmental organisations and civil society. Relations were strengthened through the issuance of media statements and the hosting of regular media briefings for principals. These mediums of communication were utilised as platforms for principals to communicate South Africa's foreign policy engagements, in order to enhance understanding of the work of the department.

One of the core platforms Ubuntu Radio, introduced to stimulate public discourse on South Africa's foreign policy, continues to reach many parts of the world, raising public awareness about our work. It is also available on DStv audio channel 888 and has established a close working relationship with SABC's Channel Africa to communicate the country's foreign policy issues.

In terms of publications, *Ubuntu Magazine* continues to inspire various stakeholders in the international arena through communicating and creating awareness of South Africa's international relations policy positions, achievements, objectives and goals. The magazine covered issues ranging from current affairs, bilateral and multilateral milestones, upcoming key events, as well as international work done by other government departments, business and parastatals.

The Annual Ubuntu Awards have grown exponentially since its launch in 2015. The event is now broadcast live on television and radio to a global audience of millions across the continent and other regions of the world.

For internal stakeholders, the internal monthly publication, the Diplomat, now known as *Ubuntu Diplomat – It's your Voice*. Both publications (*Ubuntu Magazine* and *Ubuntu Diplomat – It's your Voice*) are now available in a digital format to increase accessibility and reach and their impact is continuing. The current digital revolution and technological advances have changed and influenced the manner in which information is shared and made readily available among state and non-state actors.

The department has ensured that its PD Strategy is responsive to this ever-changing climate through investment in new technologies. We have broadened the use of social media, which has proved to be effective and beneficial. We have managed to increase social network followership, which escalated our voice and shaped public opinion about our international engagements and how these sought to contribute towards addressing domestic imperatives.

DIRCO was ranked, *number one* in Africa in terms of Digital Diplomacy. *Diplomacy Live* published the Digital Diplomacy Ranking 2016/17, which ranked ministries of foreign affairs from 210 countries based on their digital diplomacy performance. The ranking used both qualitative and quantitative data and analysed publicly open digital diplomacy assets such as websites, mobile apps and social media networks and how they are used in diplomatic endeavours. South Africa was placed 51st in the world. The result of this study is confirmation that DIRCO (South Africa), through PD, is leading the continent in the use of the digital space.

10. STATE PROTOCOL AND CONSULAR SERVICES

The department continues to deliver a professional protocol service to the President, Deputy President, Minister and Deputy Ministers of International Relations and Cooperation, and provided an advisory service to all spheres of government on all matters related to protocol. This includes the facilitation of the arrivals and departures of over 23793 dignitaries travelling in and out of the country.

South Africa remains one of the countries with the highest concentration of diplomats in the world. Regularising over 10000 diplomats, including their dependents, is a hugely bureaucratic function but is being dealt with in a highly proficient manner by a skilled and versatile team.

The Republic of South Africa is a destination of choice for major international events hosted by government, Chapter 9 institutions, international organisations, the sporting fraternity and even the private sector that attracts the attendance of heads of state and government and other world leaders.

Our strength in having successfully hosted major international events relies not only on our welcoming people, rich culture and outstanding infrastructure, but our ability to deliver dynamic and professional events without compromising on the distinctly “African” experience. The provision of Protocol Services is mandatory for specific levels of dignitaries and is an integral part for the hosting of state and official events. DIRCO is the custodians of this service. Services rendered are not restricted to summits and conferences hosted and attended by the President and the Minister only, but are extended to all national departments and foreign states.

Our track record in the provision of professional protocol services, planning and organisational capabilities include events such as:

- 2019 Presidential Inauguration
- 10th BRICS Summit
- 37th SADC Summit and SADC Double Troika Summits
- Training on Conference Coordination and Events Management to Foreign States – Swaziland and Madagascar
- Second Forum on China-Africa Cooperation (FOCAC) Summit 2015
- 25th Ordinary Session of the Assembly of African Heads of State and Government (AU) Summit 2015

Another key area of implementation is the on-going assistance provided to South Africans in distress abroad. The department has developed the Consular Awareness Project that informs South African citizens travelling abroad, and who find themselves in distress, of Consular Assistance available to assist them. The project was rolled out on 3 July 2018 called: “Travel Smart with DIRCO”. It also provided support to the Independent Electoral Commission (IEC) of South Africa for the 2019 National and Provincial Elections.

In 2017, South Africa was nominated by the Global Consular Forum (GCF) Executives to become a Steering Committee Member of the GCF. South Africa became a Steering Committee Member serving on a board of Executives of 10 Member Countries with South Africa being the only country on the Executive from the African Continent.

The department provides daily Legalisation Services to members of the public (preparing and issuing of certificates of authentication as well as Apostille certificates for South African public documents needed for use abroad by members of the public). Between 1 April 2014 and 28 February 2019, a total of 274 235 documents were legalised.

INTERNATIONAL LAW

International law, through international agreements, bilateral and multilateral, played a strategic role in the advancement of the country's national priorities and foreign policy objectives as articulated in the National Development Plan (NDP) Vision 2030 and AU Agenda 2063. South Africa has an obligation under the Constitution to comply with its international obligations in terms of international agreements and customary international law. Respect for the rule of law in foreign policy is critical to advance foreign policy objectives of peace, equality and human rights, especially as non-permanent member of the UNSC. The Office of the Chief State Law Adviser (IL) (OCSLA (IL) continued to support government to achieve these objectives by acting as the primary counsel on international law matters for the Government as a whole, and supported the effective administration of the department specifically through the provision of legal advice, legal services and assistance relating to all aspects of a legislative, operational and departmental nature at Headquarters and to missions operating in foreign jurisdiction and by managing the litigation cases against and by the department in South Africa and abroad. Litigation in South Africa and abroad against the department has escalated dramatically and consequently also the legal fees that are required to defend or settle these cases. It also managed and acted as official custodian and depositary of the official South African Treaty Collection and national country reports and provided legal research services.

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

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

11. DIPLOMATIC TRAINING, RESEARCH AND DEVELOPMENT (DTRD)

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

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

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

The academy has also developed an Economic Diplomacy Training Approach, which anchors on the intensification of training in the field of economic diplomacy, to better equip our diplomats with the requisite skills to identify economic opportunities for South Africa. To this end, an Economic Diplomacy Forum was established with the view to promote synergy and an integrated approach in the broader South African Government, to promote export-led growth and increased Foreign Direct Investment.

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

STRATEGIC FOCUS 2020 -2025

The department is committed to ensure that South Africa prospers and that success will be premised on economic growth and development as stipulated in the Medium Term Strategic Framework (MTSF) 2019-2024. The priorities of the MTSF 2019-2024 aim to address the challenges of unemployment, inequality and poverty through the three pillars of the NDP, with a focus on driving a strong and inclusive economy. Therefore, "economic diplomacy" is the new reality towards the achievement of national priorities through diplomatic means, and is a complement to traditional "political diplomacy". In the next five years, DIRCO will aggressively pursue the achievements of the MTSF 2019-2024 primarily utilising the resources it has in its overseas missions. In this process, DIRCO will become a catalyst and operate as a networking agent for "South Africa Incorporated". The missions, in particular, have a key frontline role to play in the pursuit of economic diplomacy and its component pillars.

The department's priorities for the next five year period in line with and to give effect to the seven priorities of the MTSF 2019-2024, are:

Building a better South Africa

Through bilateral and multilateral interactions, DIRCO will

- protect and promote South Africa's national interests and values;
- conduct and coordinate South Africa's international relations and promote its foreign policy objectives with the aim to achieve the following objectives:

- a. Increase FDI into South Africa and Africa:** DIRCO will contribute to an increased FDI in South Africa, in particular across sectors that are labour-intensive and focused on value-addition and beneficiation.

In line with the National Export Strategy and in conjunction with partner departments, it will source investments for identified sectors in the South African economy.

- b. Promote exports of South African products:** DIRCO will contribute to increased South African exports, and seek market access for South African products in new markets through its missions abroad. In collaboration with the relevant departments, DIRCO will promote diversification of exports to traditional and new markets to support growth and employment creation in South Africa. In line with the National Export Strategy it will increase exports of South African goods, services and trade through bilateral relations. DIRCO will establish an effective mechanism for onward transmission and follow up of trade leads in order to increase South African exports.

- c. Contribute to increased tourism arrivals to South Africa:** DIRCO, through its missions abroad, and in collaboration with domestic partners, will manage perceptions about South Africa, promote South Africa as a tourism destination and therefore contribute towards 1% growth of the tourism sector as a share of GDP by 2024. This is to contribute to the MTSF target in Priority seven of the 6% increase in international tourist arrivals to South Africa by 2024, as well as a 6% per annum increase in the value of international tourist spend in South Africa.

Building a better Africa

In support of the centrality of Africa as the centrepiece of South Africa's foreign policy, DIRCO will continue to capitalise on its role in supporting multilateralism to resolve global disputes and assist our continent in laying the foundations for a shared future.

- a. United and politically cohesive continent that works towards shared prosperity and sustainable development:** South Africa will contribute to the implementation of the AU's Agenda 2063 - "The Africa We Want" and ensure that the department closely monitors South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects, which, among others, include commitments to support rail and road infrastructure, power generation and distribution networks, industrial and technology parks and human resource development.

South Africa will enhance bilateral political and economic relations with SADC member states, as well as countries elsewhere on the continent. South Africa will continue to champion the AU reform agenda and recalibrate partnerships for the effective implementation of the AU's Agenda 2063.

- b. Enhance regional integration with increased and balanced trade within SADC and on the continent by supporting the creation of the African Continental Free Trade Area (AfCFTA):** South Africa must play a key role in rationalising regional economic communities (RECs) towards a CFTA, revitalising the New Partnership for Africa's Development (NEPAD) on infrastructure development, and promoting good governance systems through the African Peer Review Mechanism (APRM). DIRCO, will, through an annual submission to the SADC Secretariat, monitor South Africa's implementation of the prioritised projects in the Regional Indicative Strategic Development Plan (RISDP).
- c. Promote greater peace, security and stability on the continent:** South Africa has to contribute to a peaceful, democratic and integrated continent through strong bilateral and multilateral relations. Noting that 2020 marks the apex of the AU flagship programme, "Silencing the Guns", South Africa will continue working for closer collaboration between the UNSC and the AU Peace and Security Council and will honour its commitments made at SADC and AU structures.
- d. Use South Africa's membership and engagements in various international forums to advance the African Agenda:** South Africa will utilise its membership and engagements at international fora to advance the African Agenda. In addition to the South Africa Chairship of the AU in 2020, South Africa will also chair the APRM and the Meeting of African Heads of State and Government on Climate Change (CAHOSCC) in 2020 and, as such, all of these platforms should be used to advance economic development, peace and security, as well as the agenda of good governance and addressing climate change on the continent. South Africa will utilise its AU Chairship and Troika membership to advance the economic integration of the continent through the AfCFTA.

Building a better World

a. Active participation in institutions of global governance

South Africa will continue to promote multilateralism as a key aspect of international relations. Collective action is required to mitigate the geo-political interests that threaten global sustainable development, governance and security. South Africa will promote a multilateral system based on international law that fosters greater interdependence and mutual cooperation.

Reform of international organisations: South Africa continues to play a critical role championing the reform of international organisations to advance the interests of Africa and the countries of the South in line with the developmental agenda of South Africa. In pursuit of this agenda, South Africa will continue to facilitate and monitor efforts in calling for the reform of the UN, in line with the interest of the African continent.

Interdepartmental coordination mechanisms: With the increase of domestic role players, the department will focus on strengthening coordination mechanisms on issues of global governance with other government departments.

- b. Peace, Security and Development Agenda:** Through participation in multilateral fora, South Africa will continue to uphold the principle that the resolution of international conflict and advancement of sustainable development should be premised upon the centrality of the UN Charter and the principles of international law.

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

Disarmament: South Africa will promote disarmament, non-proliferation and arms control, including the AU's "Silencing the Guns" by 2020, through the

2020 Non-Proliferation Treaty (NPT) Review Conference, the International Atomic Energy Agency (IAEA) Board of Governors and General Conferences, the Organisation for the Prohibition of Chemical Weapons (OPCW) Executive Council, the UN Programme of Action on Small Arms and Light Weapons, as well as international export control regimes, such as the Nuclear Suppliers Group and the Missile Technology Control Regime.

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

Sustainable Development Agenda: South Africa will continue to champion efforts to ensure that sustainable development remains a global priority to secure full implementation of the UN's 2030 Agenda, the AU's Agenda 2063 and SADC's RISDP. South Africa will champion the primacy of the World Trade Organisation (WTO) to ensure and promote an open, fair and developmental international trading environment, as opposed to protectionism and trade barriers, through cooperation with like-minded groups like the Africa Group and the Non-Alignment Movement (NAM).

Climate change: South Africa will advocate for a global response that is equitable and providing development space for developing countries, while developed countries take the lead in emission reductions. DIRCO will work with the Department of Environment, Forestry and Fisheries (DEFF) in preparation for chairing the AU's most important structures dealing with climate change. DIRCO will continue to lobby to ensure that COP25, scheduled to be held in Santiago (Chile), will provide the basis for the implementation of the Paris Agreement from 2020.

Humanitarian assistance: South Africa must position itself as a hub for humanitarian assistance to respond to global humanitarian needs. Currently, there are six hubs for humanitarian aid of which one is in Africa (Accra, Ghana).

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

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

e. International law: The importance of international law in enhancing a rule-based international order, especially in view of the greater uncertainties in international politics, remains as true as it was before. The past two decades saw a radical transformation of international politics resulting in fundamental changes in the international legal order. International law in enhancing a rule-based international order has been considerably extended towards creating a more extensive "constitutional" framework for international society aimed at improving the human condition. Consequently, a proliferation in the fields of regulation and judicial organs has taken place. These developments further enhance the importance of South Africa's strategic foreign policy objective to contribute to the formulation of international law and the enhancement of respect for its provisions. Systems have been developed and overhauled based on the principles of international law. International law rules will support of the African Agenda, especially the creation of the AfCFTA will have to be

supported by the harmonisation of laws and legal systems to ensure the most effective implementation of the Free Trade Agreement in order to harvest all the opportunities and benefits thereof.

The advancement of international law in 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 continue and form the basis for political and economic relations. The formulation and codification of international law through participating, among others, in the work of the International Law Commission, the Sixth (Legal) Committee of the UN and in the Asian African Legal Consultative Committee. The Official South African Treaty Register will remain a source of information to assist South Africa in recording the agreements that has to be implemented and that can deliver prosperity to its citizens.

Public Diplomacy

In order to enhance South Africa's presence and promote the country's image in the international arena, the department, through its Public Diplomacy (PD), will strengthen its strategy to ensure that domestic and foreign audiences are informed on matters of South Africa's foreign policy. This will be done by strengthening the PD Strategy to ensure that it encompasses more than a communication function, as instructed by the NDP.

The department will also ensure the timeous delivery of key messages to missions on global developments as it continues to value South Africa's diplomatic missions as critical components in communicating South Africa's foreign policy and acknowledges the pivotal role they play in branding and marketing the country. The department will utilise and expand its current communication platforms with a specific focus on taking "foreign policy to the people" through its public participation programmes (PPPs), among others.

This will be done through various avenues, including public lectures, symposia, outreach programmes and engagement with government departments and other stakeholders.

The department will strengthen working relationships with like-minded institutions such as Brand SA, South African Tourism, etc. to continue to chart a uniquely South African image that aims to bring much-needed investment and tourism opportunities to our shores.

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

State Protocol and Consular Services

Through the provision of professional and effective protocol services we create an environment conducive to diplomatic engagement between international stakeholders and the South African Government, which translates to mutual cooperation and development, thus contributing to the creation of a better Africa and World.

Foreign property and infrastructure portfolio

The foreign property and infrastructure portfolio consist of 127 state-owned immovable assets. During the period 2020-2025, the department will conclude Regulations in support of clause 9 of the Foreign Service Bill in relation to the acquisition, management and disposal of immovable assets as well as align its current property strategy thereto.

The aim of the strategy is to reduce the rental portfolio and operational cost associated with the rental of properties abroad through property developments in strategic locations via innovative funding mechanisms, optimise the use and lifespan of current assets and dispose of superfluous assets.



South African Embassy, Niger

South African Embassy, Dar Es Salaam



Building a better DIRCO

The department recognises that its human resources are critical and central to the achievement of all the strategic objectives and improved organisational performance. The department will ensure the effective utilisation and maximum development of its human resources and that performance is measured. In support of the MTSF Priority One of building a capable state and DIRCO's priorities over the next five years, the department will engage in a process of organisational renewal as a tool to improve organisational performance to achieve the following:








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





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

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

It is hereby certified that this Strategic Plan:

1. was developed by the management of the Department of International Relations and Cooperation (DIRCO) under the guidance of the Minister, Dr GNM Pandor
2. takes into account all the relevant policies, legislation and other mandates for which the DIRCO is responsible
3. accurately reflects the impact, outcomes and outputs which the DIRCO will endeavour to achieve over the period: 2020 – 2025.

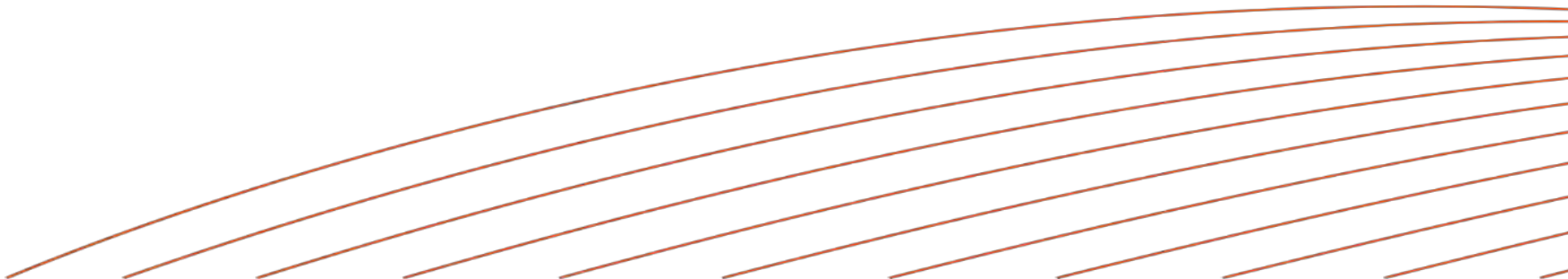
DEPUTY DIRECTOR-GENERAL	SIGNATURE	DEPUTY DIRECTOR-GENERAL	SIGNATURE
Ambassador NN Ntshinga Deputy Director-General: Africa		Ambassador M Nkosi Deputy Director-General Global Governance and Continental Agenda	
Professor A Sooklal Deputy Director-General Asia and Middle East		Mr TC Monyela Deputy Director-General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

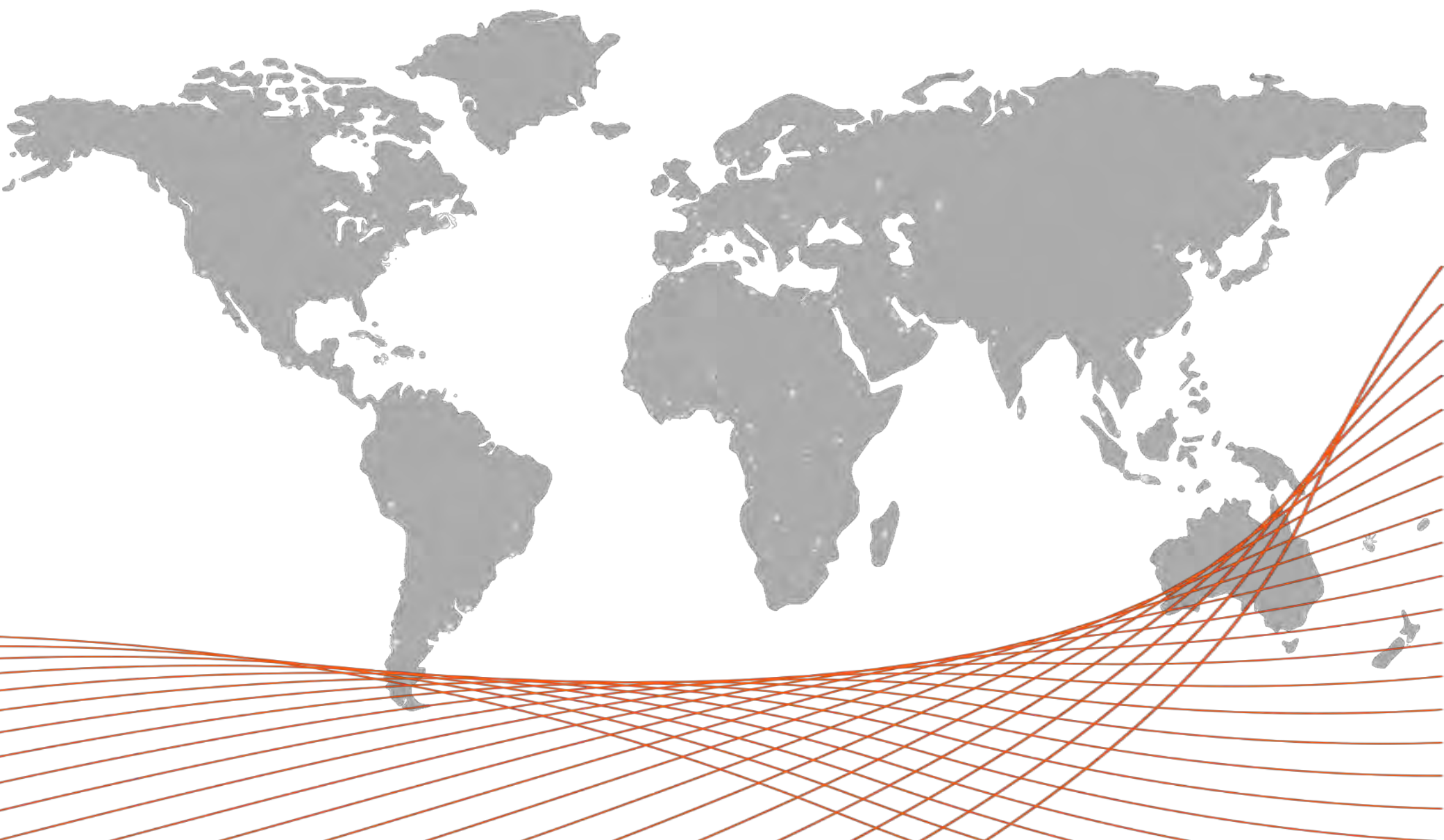
NAME	SIGNATURE	NAME	SIGNATURE
C Ramashau ACMA, CGMA Chief Financial Officer: Deputy Director-General Financial and Asset Management		Mr KE Mahoai Accounting Officer Director-General	
Ms MC Lobe Head Official responsible for Planning: Acting Chief Operations Officer		Approved by: Dr GNM Pandor Executive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



PART **A**

OUR MANDATE







1. Constitutional Mandate

- 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.
- 1.2 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.
- 1.3 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.



2. Legislative and Policy Mandates

2.1 Legislative mandates

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.
2. *The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001)*: The Act provides for the immunities and privileges of diplomatic and consular missions and their members, as well as international organisations. It enacts into law certain conventions, including the Vienna Convention on Diplomatic Relations, 1961 and the Vienna Convention on Consular Relations, 1963 and provides for matters connected therewith.
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.
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.

2.2 Policy mandates

- 2.2.1 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.
- 2.2.2 The *National Information Security Policy*, approved by Cabinet in 1996, provides the minimum standards for security.
- 2.2.3 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.
- 2.2.4 Foreign Service Dispensation (FSD) is implemented in terms of the provisions of Section 3(3) (c) of the Public Service Act, 1994 (Act 103 of 1994), as amended, and is applicable to designated employees who serve in a foreign country at a South African mission abroad and fall within the scope of the Public Service Coordinating Bargaining Council (PSCBC). The FSD consists mainly of two measures, namely remunerative measures (South Africa) and compensatory measures and other foreign-service benefits at the missions.



3. Institutional Policies and Strategies Governing the Five-Year Planning Period

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

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



4. Relevant Court Rulings

In the matter of the Supreme Court:

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

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

Mr R Gangat v Minister of DIRCO

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

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

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

DA v Minister of DIRCO (Grace Mugabe case)

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

NEHAWU obo Lebethe v Minister of International Relations and Cooperation

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

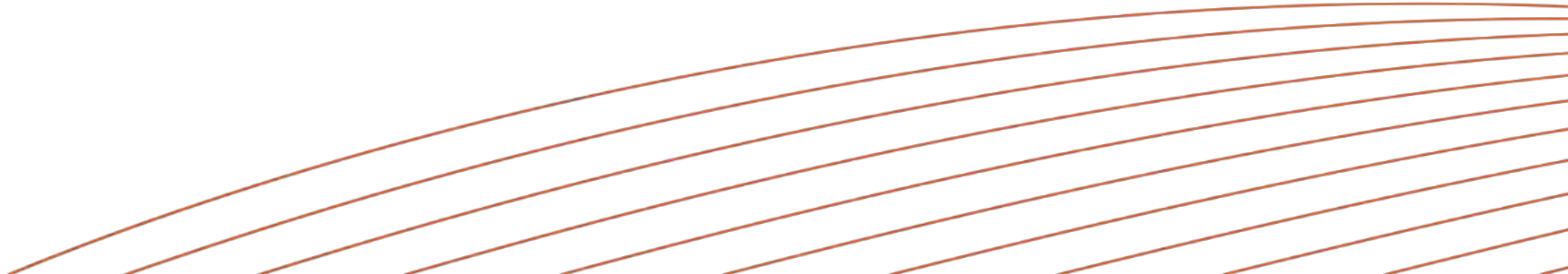
DA v Minister of International Relations and Cooperation (ICC withdrawal)

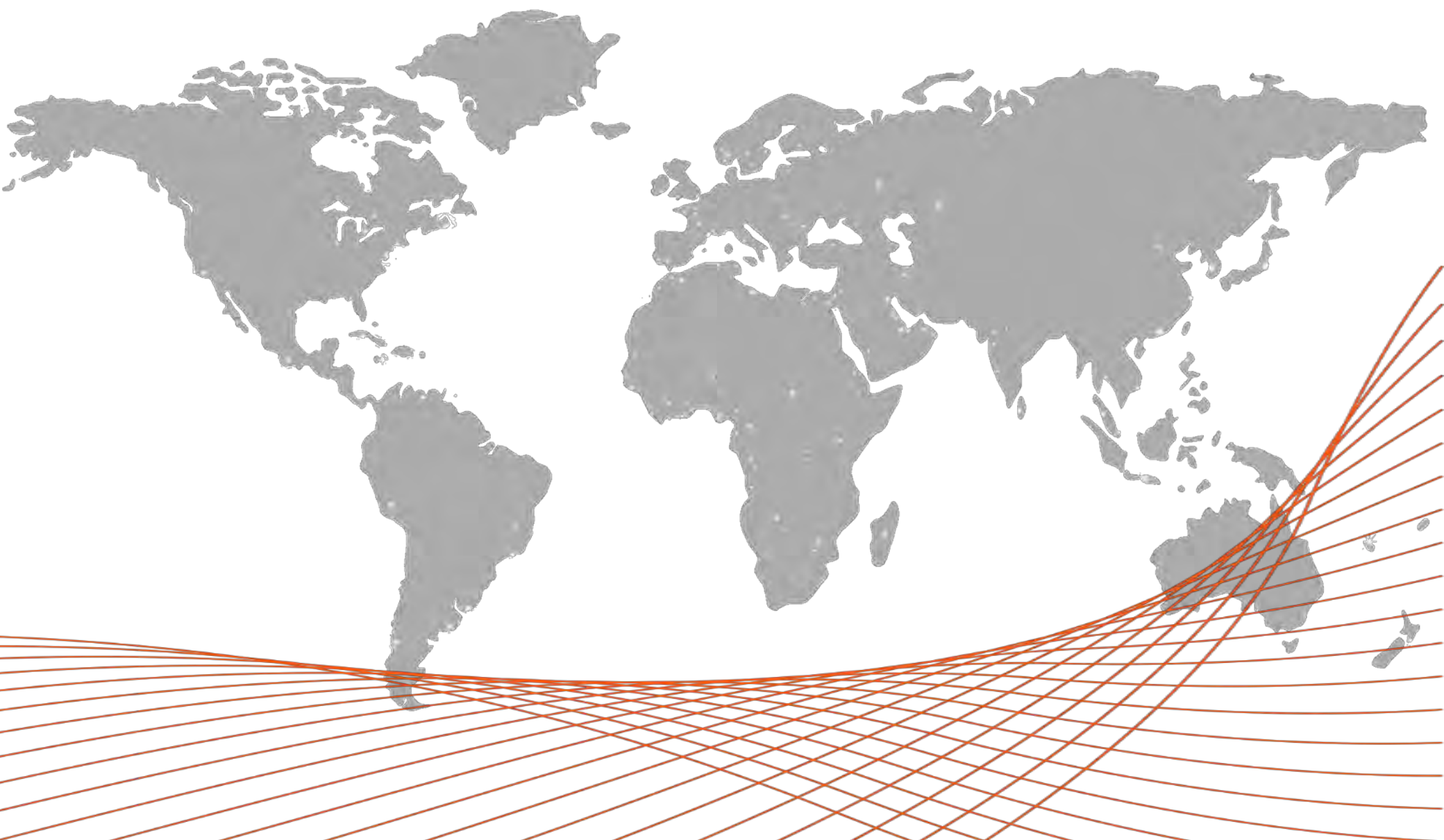
Government's actions were found to have failed to adhere and were inconsistent with South Africa's obligations in terms of the Rome Statute and the Implementation Act, and thus unlawful. The impact of the decision is that government can be held liable for failure to comply with its international obligations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





PART **B** OUR STRATEGIC FOCUS







I. Vision

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



2. Mission

DIRCO's mission is to formulate, coordinate, implement and manage South Africa's foreign policy and international relations programmes, and promote South Africa's national interest and values and the African Renaissance (and create a better world for all).



3. Values

DIRCO adheres to the following values:

- a) Patriotism;
- b) Loyalty;
- c) Dedication;
- d) Ubuntu;
- e) Batho Pele;
- f) Constitutional Values (Chapter 10).



4. Situational Analysis

4.1 EXTERNAL ENVIRONMENT ANALYSIS

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

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

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

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

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

Global environment

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

The emergence of new powers and shifting power dynamics among nations have resulted in a shift away from cold-war and post-cold-war global dynamics. South Africa's foreign policy is implemented within a highly dynamic and challenging global environment, which at times is unpredictable. The current global environment is characterised by a rise of new technologies and increased technological asymmetry; rising terrorism and violent extremism; tensions over the peaceful use of

nuclear weapons; threats of the illegal use of force; transnational organised crime; the displacement of populations due to civil conflict; global migration due to poverty and inequality, perpetuated by pandemics and famine brought on by climate change; the rise in populism; tension over control of strategic resources and geopolitical influence; and trade wars.

Technological developments

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

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 African Union (AU), continentally, aiming to provide and maintain a rules-based international system.

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

Multilateralism 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 safe guard its national positions as well as advance the development priorities of developing countries and promote an equitable rules-based multilateral system, as identified in Priority Seven of the MTSF. In order to influence multilateral processes to reflect and advance these priorities, South Africa must be represented in multilateral fora to engage, influence, negotiate and articulate its positions with the aim to have these positions reflected in the outcomes of multilateral meetings and processes.

Institutional reform

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

Promotion of cooperation between the United Nations and the African Union

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

During February 2020, South Africa assumed the chair of the African Union's (AU) Assembly of Heads of State and Government. The theme for the AU in 2020, adopted at the Executive Council meeting in July 2019, is "Silencing the guns, creating conducive conditions for Africa's Development". South Africa will take concrete action towards the effective implementation of the theme of the year which allows simultaneous leverage at continental and international levels, particularly with regard to conflict resolution and the stabilisation of post-conflict situations on the African continent.

To promote peace, security and stability on the continent South Africa will use its simultaneous presence in the UNSC and its position as chair of the AU Assembly of Heads of State and Government to strengthen cooperation between the UN and the AU. This will demand that South Africa, as an African state that embraces democratic and principled values which are grounded in its Constitution, skillfully manage contradictory expectations from AU and UN member states. Mechanisms and institutional arrangements are in place to improve relations between the AU and the UN, such as a bi-annual meetings between the UNSC and the AU (PSC). An important milestone for South Africa was that members of the UNSC travelled to Addis Ababa in October 2019 to meet with the AU PSC during South Africa's presidency of the UNSC.

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

Disarmament

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

Terrorism

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

Climate change

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

South-South and North-South cooperation

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

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, among others, 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.

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

Relations with regions of the world

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

The African continent

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

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

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

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

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

Therefore, the establishment of the 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, and is poised to stimulate intra-Africa trade and investment, and grow total

gross domestic product (GDP) to US\$3.4 trillion. The importance of the implementation of the African Continental Free Trade Area (AfCFTA) for the prosperity of South Africa, the region and the continent can therefore not be overemphasised.

The SADC's integration agenda is anchored on political, security and economic integration. To facilitate the process of integration, the SADC has developed economic and strategic blueprints, in particular the SADC Industrialisation Strategy and Roadmap as approved by summit in April 2015. The strategy has been aligned to the AU Agenda 2063. Critical to regional economic integration is the rapid implementation of the Tripartite Free Trade Area (TFTA) as well as the AfCFTA, to boost industrial and infrastructure development and enhance intra-regional trade. With regards 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 on three pillars: market integration, infrastructure development and industrial development and is a precursor to the vision of realising an economically integrated continent.

Europe and the European Union

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

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

Foreign direct investment from Europe is estimated at over R1 trillion with more than 2000 companies operating in South Africa, employing South Africans, enhancing their skills and investing in the economy.

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

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

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

SADC developed a Common Position Paper, focussing on three pillars: (1) Trade and Investment; (2) Development Cooperation; and (3) Political Dialogue and Advocacy. South Africa played a key role in the development of the SADC Common Position and supported the SADC approach, including that the new ACP

mandate should place greater centrality and focus on its three distinct regions (Africa, Caribbean and Pacific) as the “regional building blocks” for the ACP. Consequently, in the case of Africa, emphasis should be placed on advancing the regional integration processes in SADC and on Agenda 2063: The Africa We Want. South Africa successfully lobbied the AU Executive Council to consider the urgency of the matter, which resulted in the finalisation of the Common African Position in 2018. Subsequently, the EU became 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. Recently, the EU indicated that the EPAs would also form the legal framework under which it would incorporate support for the achievement of the SDGs and support for climate change projects. This undertaking represents a move beyond the donor/recipient relationship towards long-term cooperation on jointly identified, mutual and complementary interests, based on the principles of equality, ownership, partnership, solidarity, complementarity, subsidiarity and proportionality.

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

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

South Africa and the Americas

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

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

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

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

Asia and the Middle East

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

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

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

South-East Asia is a dynamic and vibrant region characterised by high rates of economic growth and development. The region thus represents a major growing market for value-added South African exports, especially within the manufacturing and consumer goods sectors. Further areas of expansion are envisaged within the financial services, mining equipment and technology, agro-processing and defence procurement sectors. Many countries have invested in the South African economy and further foreign direct investment will be identified, as well as exploring training opportunities in those areas where South Africa experiences skills shortages. South Africa's aim to accede to the Treaty of Amity and Cooperation in South-East Asia indicates South Africa's intentions to strengthen ties with South-East Asia in general, and with the Association of Southeast Asian Nations (ASEAN) in particular.

South Africa enjoys strong political, economic and technical relations with the countries in the East Asia and Oceania region. Bilateral relations with countries in the region are pursued in line with priorities highlighted in the NDP and the 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.

South Africa remains committed to a stable and peaceful Middle East and supports sustainable and just solutions to the various conflicts in the region. The region is an important component of South Africa's global trade and is a critical energy partner to South Africa. The strong focus on investment will be continued in the objectives pursued in 2020 to 2025 through South Africa's diplomatic engagement with the region.

4.2 INTERNAL ENVIRONMENT ANALYSIS

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

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

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

The Diplomatic Academy and International School is certified as a training provider and offers three Public Service Education and Training Authority (PSETA) 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 strategic plan objectives are to be delivered in an environment that is characterised by fiscal constraints, recurring qualified audit outcomes and an Information and Communications Technology infrastructure that is in an urgent need of an upgrade. In the 2018/19 financial audit, the department was qualified on movable tangible capital assets and also on cash and cash equivalents. This was unfortunately a regression as the department had in the past only been qualified on movable tangible capital assets. Although the department has been qualified on the financial statements, it has received an unqualified audit opinion on Predetermined Objectives (PDOs). Due to the nature of the departmental operations, it has to contend with foreign currency fluctuations resulting in foreign exchange losses due to the depreciation of the Rand against other major foreign currencies which negatively impact on the department.

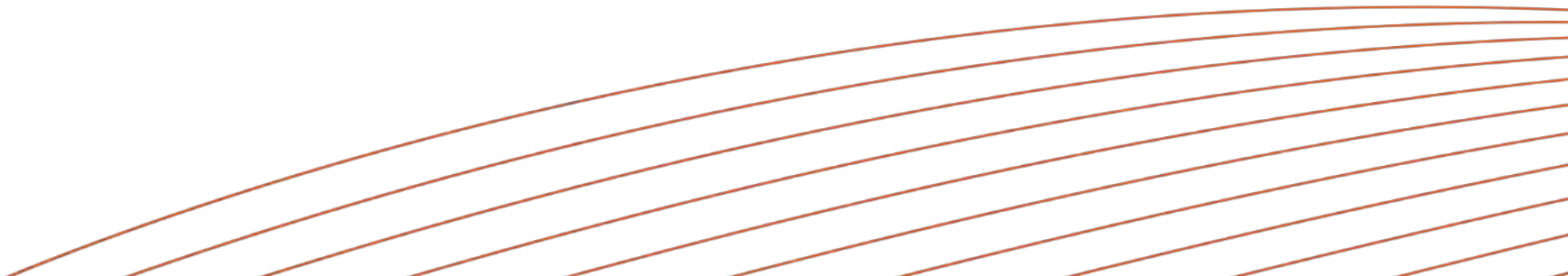
This calls on the department to engage in a process of organisational renewal as a tool to assist the organisation to achieve its identified strategic objectives for the next five years. This will require of the department to review and finalise its organisational structure to align the structure with its strategic plan and the priorities of the MSTF 2021 – 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. Strategic focus should be given to ensure digital enhancement of business capabilities to enable efficient delivery of the department's mandate in a smart and secure manner.

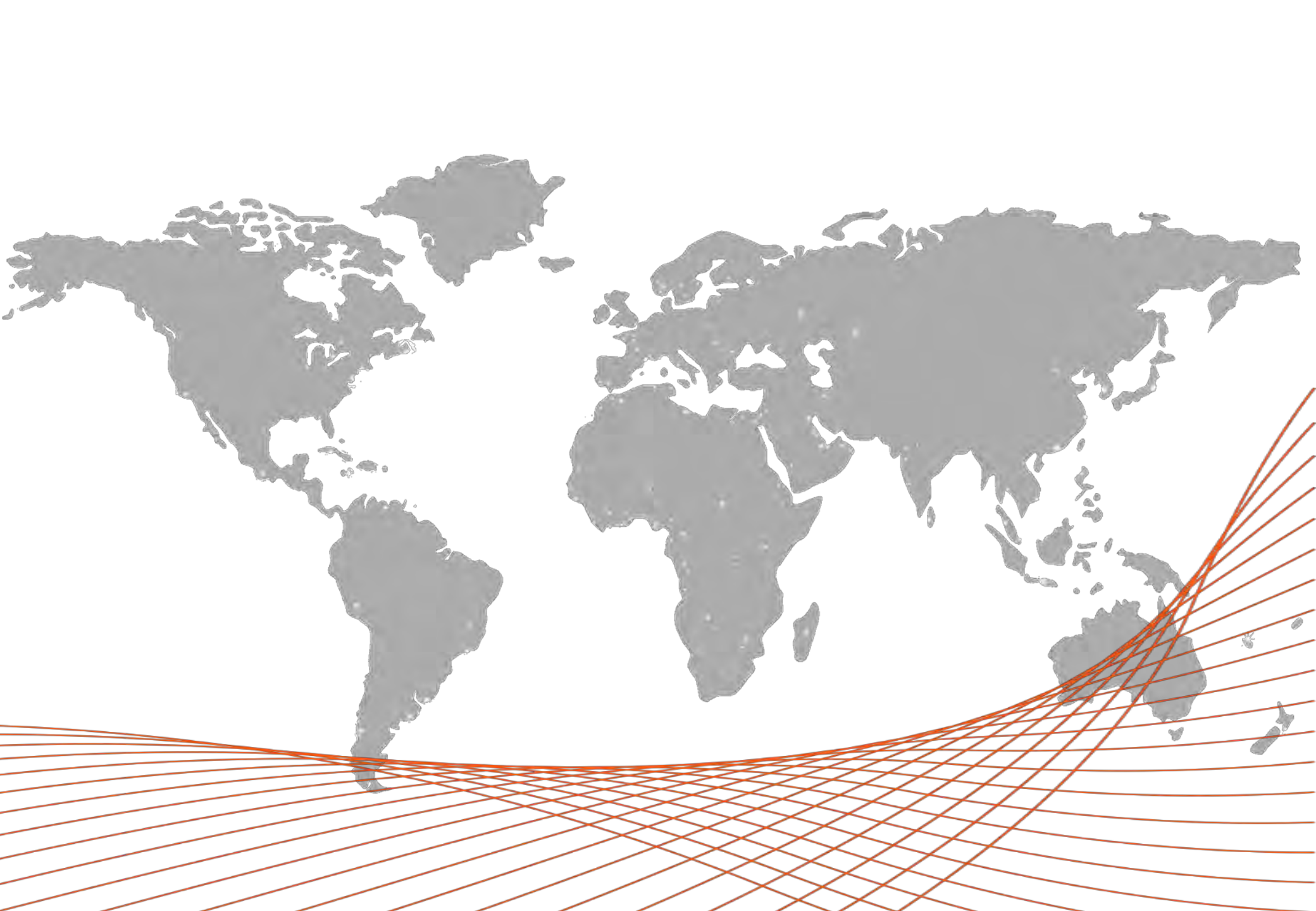
Due to the shortfall on the Compensation of Employees (CoE) budget, vacancies cannot be filled, which may impact negatively on service delivery and the achievement of the department's mandate. In order to mitigate the associated risks on the shortfall of the COE, the department will focus on up-skilling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



PART C

MEASURING OUR PERFORMANCE INFORMATION







1. Institutional Performance Information



2. Impact Statement

A department committed to the excellent execution of South Africa's foreign policy, placing South Africa as an influential actor and partner on the international stage while effectively contributing to the delivery of the country's domestic priorities and advancement of the African Agenda.



3. Measuring Outcomes

OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
A modern, effective department, with capable and skilled employees, that is committed to the excellent execution of South Africa's foreign policy	The Diplomatic Academy positioned as a centre of excellence in foreign service training	New indicator	Quality training programmes offered in line with ISO quality management standards The Academy recognised by its peers and institutions through formalised and signed partnership and networks. Capacity to offer UN/AU official languages to meet international certification
	Digital enhancement of business capabilities	Mainly manual processes	Business processes automated in line with the approved Digital Strategy
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTSF priorities	Percentage of structured mechanisms reviewed and accepted, implemented and utilised to achieve objectives of the NDP and MTSF	9,9% (13 out of 139) of structured mechanisms honoured and reported on	100% structured mechanisms reviewed and accepted, implemented and utilised to achieve objectives of the NDP and MTSF
Increased foreign direct investment and contributed to economic growth in South Africa	Value of FDI pledges reported on through the department's engagements	New indicator	R50 billion in FDI pledges reported on through the department's engagements

OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Increased regional integration	Percentage of prioritised projects of the Regional Indicative Strategic Development Plan (RISDP) implemented	New indicator	20% of prioritised projects in the RISDP implemented
Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions	Percentage of Resolutions and Outcomes of Multilateral & Multistate organisations aligned to South Africa's country positions, promoted and reflected	85%	85% of Resolutions and Outcomes of Multilateral Multistate organisations aligned to South Africa's country positions, promoted and reflected
United and politically cohesive continent that works towards shared prosperity and sustainable development	Percentage of South Africa's inputs to all African and AU official's strategic partnerships prioritising Agenda 2063 and African flagship programmes	New indicator	100% of South Africa's inputs to all African and AU official's strategic partnerships prioritising Agenda 2063 and African flagship programmes
	Percentage of South Africa's obligations to SADC and AU fulfilled	New indicator	90% of South Africa's obligations to SADC and AU fulfilled
South-South relations strengthened and consolidated in advancement of national and continental priorities	Percentage of South Africa's negotiating positions for engagement at groupings of the South in advancement of national and continental priorities	New indicator	100 % of South Africa's negotiating positions for engagement at groupings of the South in advancement of national and continental priorities
Relations with the North leveraged in advancement of national and continental priorities	Percentage of South Africa's negotiating positions for engagement with strategic formations of the North in advancement of national and continental priorities	New indicator	100% of South Africa's negotiating positions for engagement with strategic formations of the North in advancement of national and continental priorities

OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	Percentage increased audience reach through Public Diplomacy (PD) platforms on South Africa's foreign policy objectives and priorities	Audience reach: <ul style="list-style-type: none"> • 25 000 Diplomatic Fair • 10 000 PPPs • 75 000 <i>Ubuntu Magazine</i> • 30 000 Social Media • 10 000 Ubuntu Radio 	Increased audience reach by 5% through PD platforms about South Africa's foreign policy objectives and priorities
Improved compliance with the diplomatic regulatory framework	Level of compliance with legal framework through the implementation of a controlled duty free purchases regime	New indicator	Full compliance with legal framework through the implementation of a controlled duty free purchases regime

3.1 Explanation of planned performance over the five year planning period

South Africa's foreign policy is driven by a clear and critical understanding of our national, regional and continental priorities in a multipolar world where the geo-strategic politics of the continent are becoming increasingly central to global political economic competition for natural resources and market share. South Africa's foreign policy is driven by the vision to achieve an African continent that is peaceful, democratic, non-racial, non-sexist, united and prosperous, which contributes to a world that is just and equitable. South Africa pursues this vision, guided by Agenda 2030, Agenda 2063 and the NDP 2030 as outlined in the MTSF 2019-2024.

The Sixth Administration identified seven priorities, derived from the 2019 Electoral Mandate, which is contained in the MTSF. During the execution of South Africa's foreign policy DIRCO will contribute to all seven MTSF priorities, but mainly focus on the seventh priority: "A Better Africa and World".

The Seven Priorities are:

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

DIRCO will implement its mandate, which requires the formulation, promotion and execution of South Africa's foreign policy, by means of traditional political diplomacy, complemented by, among others, economic diplomacy. This approach will enable DIRCO to increasingly contribute, in a more direct and concrete manner, to inclusive economic growth, improving the capabilities of South Africans, building a capable state and contributing towards a prosperous continent.

Enhance the African Agenda and sustainable development

South Africa's pursuit of peace, security, development and socio-economic development is extricably linked with that of the continent. Consequently, Africa is at the centre of South Africa's foreign policy and as such South Africa will continue to support regional and continental processes as encapsulated in Agenda 2063 to respond to and resolve political and social crises, strengthen regional integration based on the principles of pan-Africanism, significantly increase intra-African trade and champion sustainable people-driven development, relying particularly on the potential of women and youth. South Africa will continue to enhance the African Agenda within the context of Agenda 2063 and the AU's First 10-year Implementation Plan (FTY-IP). There is an undertaking and firm commitment for South Africa to honour its commitments and obligations to the AU and SADC, including payment of membership fees. The fiscal constraints and slow economic growth will remain a constraint over the medium term and may possibly impact delivery and honouring of South Africa's commitments. South Africa will continue to play a leading role in conflict prevention, peacekeeping, peace-building and post-conflict reconstruction. The strengthening of the AU and its structures is a strategic priority in deepening the continental integration process. In addition, the role of regional economic communities (RECs) in the integration process will be strengthened. South Africa will continue supporting the establishment of a peaceful, integrated and prosperous Africa, driven by its citizens and taking its rightful place in the world by 2063. The African Peer Review Mechanism (APRM) will be utilised to strengthen good governance, democracy and respect for human rights, justice and the rule of law.

South Africa participates in multilateral institutions, particularly the AU and its organs, to advance the African Agenda. 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 will use its membership of the AU to advance its national interests and values, particularly in relation to democracy and good governance, and the promotion of peace and security as necessary conditions for sustainable development, the African Renaissance and the creation of a better world for all.

Southern African Development Community

SADC continues to serve as the primary vehicle for South African foreign policy to achieve regional development and integration within Southern Africa. South Africa's political, economic, social and security focus remains a catalyst for regional development through industrialisation and market integration. To this end, South Africa's future remains inextricably linked to the future of the African continent and that of its neighbours in Southern Africa. Therefore, SADC strives for balanced and equitable regional integration as a fundamental condition for sustainable development in the region in addressing challenges such as unemployment, poverty and underdevelopment.

In pursuit of regional economic integration, South Africa will continue to participate in SADC statutory meetings to monitor the implementation of SADC regional political, social and economic integration. Furthermore, South Africa will continue to engage the SADC Secretariat to identify key regional priority projects which South Africa could champion in partnership with identified SADC countries. South Africa will report annually to the SADC Secretariat on South Africa's implementation of prioritised projects in the RISDP. There is, however, a dependency on partner departments that are the implementers of the prioritised projects.

The priority areas will be aligned to regional value chains within the identified sectors, among others, mineral beneficiation, pharmaceuticals, energy, transport and infrastructure development. In this regard, South Africa will use bilateral mechanisms, such as bilateral national commissions, to execute those cross-border projects and to urge SADC member states to expedite the ratification process of the TFTA. This will be in line with a strategy to identify states within the context of the full implementation of the SADC work programme as articulated in the SADC blueprints.

As incoming Chair of SACU in June 2020, South Africa will continue to actively engage SACU member states on the implementation of the SACU mandate.

South Africa strongly holds the view that regional peace and security are key determinants for development, regional economic integration and good neighbourliness. In this regard, South Africa will contribute to the promotion of democracy and good governance in the region by participating in SADC electoral observation missions (SEOMs) during elections in SADC member states and to contribute towards peacekeeping through its participation in peacekeeping and facilitation missions in the region.

Strengthen South-South relations

Partnerships with countries and groupings of the South are critical to advancing not only South Africa's own development needs, but also the African Agenda and to create political, economic and social convergence for the fight against poverty, underdevelopment and the marginalisation of the South. South Africa's South-South cooperation commitment will be pursued in three key ways: participation in the formulation of developing country positions in key international fora; engaging in Global South fora with the objective of promoting the African Agenda and the interests of the South; and, the strengthening of bilateral relations with countries of the South in support of national priorities and the African Agenda. These layers of the South-South Agenda coalesce around the promotion of global reforms, multilateral solidarity, market access, trade and investment. The formation of coalitions of the South, independent of North-

dominated trade, climate and financial architecture institutions, remain a major focus and South Africa will continue to support such groupings for consensus building.

Strengthen relations with strategic formations of the North

Beneficial political and economic relations should continue to be pursued with countries and formations of the North, as they remain major actors in the international system and substantial sources of development assistance and foreign direct investment. Beneficial relations with strategic formations of the North leverage political and economic relations with countries and plurilateral groupings to the advantage of South Africa, Africa and developing countries. Strategic formations of the developed countries, usually referred to as countries of the North, are engaged to garner support for the African Agenda, including the NEPAD projects and the Agenda of the South. These are countries usually considered to have influence in the global arena and also with resources that can be channelled to the developing world.

Participate in the Global System of Governance

South Africa is committed to multilateralism and a rules-based international order and to this end participates and plays an active role in all fora of the UN System and its specialised agencies, funds and programmes, promoting the pillars of multilateral activity, namely: global security, sustainable development, human rights and international law. South Africa thus supports an equitable, just and representative UN System and its centrality in multilateralism and is also supportive of ongoing efforts to improve the effectiveness and accountability of the secretariats of these organisations. South Africa regards the UN as the foremost vehicle to advance the global development agenda and address underdevelopment and the eradication of poverty. To this end, South Africa upholds the principle that the resolution of international conflicts should be peaceful and in accordance with the centrality of the UN Charter and the principles of international law. South Africa's foreign policy therefore recognises that, in order to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity. South Africa participates in the Global System of Governance to enhance international response to the needs of South Africa, Africa and developing countries through negotiations and influencing processes in the global governance system towards a reformed, strengthened and equitable rules-based multilateral system.

South Africa's multilateral engagements are premised on the need to advance the priorities reflected in the NDP, as well as the Development Agenda of developing countries. A key aspect of this will be through the reform of the existing global governance architecture and international institutions with a view to improve their responsiveness to the needs of, and challenges faced by, developing states. In order to influence the global processes, South Africa must be represented at multilateral fora to engage, influence and negotiate and to articulate its positions and ultimately to have these positions reflected in the outcomes of multilateral meetings and processes. South Africa's involvement in the engagement of multilateral processes and meetings is therefore to advocate for a reformed rules-based global system, which is equitable, as well as responsive, to its needs in particular, and the needs of the developing countries in general. The NDP stipulates that DIRCO must retain an influential space for South Africa in key multilateral institutions. It is therefore imperative for the department to formulate, promote and execute South Africa's foreign policy in order to enhance its international profile and standing and serve as a strategic mechanism for the achievement of South Africa's national priorities as detailed in the MTSF 2019-2024. South Africa is positioned as a credible interlocutor on the international stage, as well as a bridge-builder and solution finder for intractable problems confronting the international community.

Strengthen Bilateral Political and Economic Relations

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. The department, through its bilateral relations, will support the seven strategic priorities of the President and will forge closer working relations with all government departments to become more focussed in the execution of South Africa's foreign policy. South Africa currently has 131 signed structured bilateral mechanisms. The department recognises that it is operating within a strained fiscal environment and cannot execute all objectives simultaneously. It is therefore important to be focussed in terms of South Africa's bilateral engagements and will therefore use specific country strategies to guide all bilateral engagements. It is further recognised that although South Africa may identify what to get out of a bilateral relationship the achievement thereof is not solely within its control.

Complementing the structured bilateral mechanisms are high-level political engagements in the form of official working visits. These visits are critical in ensuring that bilateral agreements are duly implemented, especially on sector-specific commitments and priorities such as diplomatic consultations, trade and investment, science and technology, etc. Furthermore, the engagements also assist with the provision of the necessary political will in building closer bilateral and multilateral cooperation at the highest political level.

DIRCO has a dynamic role to play in the improvement of the lives of South Africans by utilising its bilateral relations and global footprint in identifying strategic opportunities for advancing national priorities. The targeted foreign direct investments and growing markets for South Africa's products and services are integrated and inclusive of the domestic imperatives linked to international relations work. The focus of these activities will contribute to the interventions and targets as outlined in the MTSF, in Priority Seven and the sectors identified in priorities one to six. With specific focus on the increased and improved access of South African products and services to foreign markets, this will contribute to the aim of increasing manufacturing and thereby contributing to an export-orientated economy. There is, however, the need for partner departments in South Africa to work closely together and have an integrated approach with the recognition of each other's role in the value chain of identifying the opportunities abroad, and the domestic partners continuing to further explore the opportunities and seal the deal.

Public Diplomacy

The department will increase its reach to domestic and foreign audiences on matters of South Africa's foreign policy. Making use of the department's footprint internationally, the Branch: PD will ensure the timeous delivery of key messages to missions on global developments. DIRCO will also utilise and expand its PD platforms with a specific focus on taking "foreign policy to the people" through its PPP, among others. This will be done through various avenues, including public lectures, symposia, outreach programmes and engagements with government departments and other stakeholders. The department, in conjunction with players such as the Government Communication and Information System, Brand SA and SA Tourism will closely work together on the messaging to improve the SA Brand across the world, as this is very important in the drive to attract foreign direct investment and tourists.

Diplomatic Academy

The positioning of the Diplomatic Academy as a centre of excellence is premised on the objective to best serve South Africa's foreign policy by preparing its Diplomatic Corps at all levels and functions to better understand the drivers of change in current international relations and how these could be managed in

pursuit of our national interests. The Academy is therefore expected to deliver quality programmes that adhere to international criteria and the standard for the management thereof will be linked to have a certified Quality Management. It is furthermore imperative that, for this diplomatic corps to function optimally, foreign language proficiency is vital and the Academy will enhance its capability to offer such. The importance of establishing partnerships and networks with strategic institutions, both at the national and international level, will be prioritised in pursuit of the objective of striving to be a centre of excellence.

State Protocol and Consular Services

The department has the mandate to coordinate and regulate the activities of the accredited diplomatic corps in terms of South Africa's obligations as directed by the Vienna Convention on Diplomatic Relations of 1961 and the Diplomatic Immunities and Privileges Act of 2001 (Act 37 of 2001) and Policy, in support of South Africa's foreign policy goals. There has, however, been a trend of some abuse of certain aspects. The department endeavours to ensure full compliance with the legal framework through the implementation of a controlled duty-free purchases regime, as per the relevant South African Revenue Service legislation.

Through the provision of professional and effective protocol services, the department creates an environment conducive to diplomatic engagement between international stakeholders and the South African Government, which translates into mutual cooperation and development, thus contributing to the creation of a better Africa and World.

The department needs strengthened interdepartmental coordinating mechanisms with relevant departments in the execution of South Africa's foreign policy. It is necessary to work towards the adoption of a "whole-of-government approach" in order to merge the strategic objectives of international engagements undertaken by the three tiers of Government. This strategic approach will be:

- *Outcomes-focussed*: It will enable government departments and agencies to achieve outcomes that cannot be achieved by working in isolation or in silos and will optimise those outcomes by using all the resources at the disposal of the State;
- *Boundary-spanning*: Policy implementation regularly goes beyond the remit of a single department or agency. Trade and investment, for example, depends on linking policy development and implementation across several levels of public policy and several actors within and outside government. Boundary-spanning interventions can cross agency lines to secure citizen-centered outcomes;
- *Enabling*: Whole-of-government approaches to policy are seen as enabling government to address complex policy challenges, use knowledge and expertise within and outside government more effectively, and integrate levels of government in support of more efficient and effective service delivery; and
- *Strengthening prevention*: Whole-of-government approaches can strengthen a preventive focus by tackling issues from a systemic perspective as they emerge, before they become embedded, thus negating possible negative outcomes.

Effective administration

The department is the lead department in the execution of South Africa's foreign policy and recognises the importance of its human resources for the excellent execution of this mandate and operational effectiveness. The department relies heavily on its workforce as the key to improve operational effectiveness and deliver quality services. The department will therefore over the next five years focus to provide excellent employee conditions, nurture and develop talent throughout all levels of the organisation, and to strive continuously to optimise employment practices. The department will implement its career

management framework, align it to the Foreign Service Training Strategy to nurture the existing employees and strengthen performance management. The department will focus on the Diplomatic Academy as the central instrument to ensure a skilled and capable workforce with the necessary agility to respond to the dynamic environment within which the department operates.

In addition to the focus on its human resources, the department undertakes to improve organisational functioning, particularly to improve the effectiveness. The focus will be to enhance the digital environment in order to automate identified business processes. The department recognises that ICT is the enabler to improve effectiveness.







4. Key Risks

OUTCOME	KEY RISK	RISK MITIGATION
A modern, effective department with capable and skilled employees that is committed to the excellent execution of South Africa's foreign policy	<ul style="list-style-type: none"> Impact of foreign exchange fluctuations Outdated ICT system Adaptation to digital change Ineffective and inefficient systems Inadequate Head Office - Mission interface 	<ul style="list-style-type: none"> Structured change management processes Up-skilling and reskilling of personnel Improve systems Improve support to Missions
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTSF priorities	<ul style="list-style-type: none"> Unexpected and unforeseen international changes Inadequate interface between some key stakeholders both at Missions and Head Office 	To be agile and responsive to international changes, engage in scenario planning and forecasting, and to also consider reprioritisation in response to international changes.
Increased foreign direct investment and contributed to economic growth in South Africa	<ul style="list-style-type: none"> Unexpected and unforeseen international changes Sectors working in isolation Lack of synergy between partner departments Perception by foreign investors that their investments in South Africa would not be secured/protected as a result of a poor understanding of South Africa's national policies leading to a reluctance by them to invest in the country. 	<ul style="list-style-type: none"> To be agile and consider reprioritisation in response to international changes Enhance interdepartmental coordination mechanisms
Increased regional integration	<ul style="list-style-type: none"> Influence from outside the region on the implementation of the SADC programme as encapsulated in the SADC blue prints. Lack of financial resources within the SADC Secretariat in the implementation of Summit and Council decisions as well as SADC work programme. Lack of political will and resources within the member states to implement programmes and projects. Potential for destabilising developments in the region. 	<ul style="list-style-type: none"> Engage SADC member states bilaterally on the implementation of SADC decisions. To engage International Cooperating Partners (ICPs) to secure funding without preconditions for the implantation of identified SADC programmes/projects. Engage SADC member states bilaterally on their respective responsibilities to work towards the implementation of SADC decisions. Placing South Africa as a credible interlocutor on the international stage.

OUTCOME	KEY RISK	RISK MITIGATION
Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions	Undermining of collective initiatives aimed at strengthening multilateralism	Strengthened multilateral alliances to mitigate the negative effects of unilateral actions.
United and politically cohesive continent that works towards shared prosperity and sustainable development	<ul style="list-style-type: none"> Negative external actor involvement Potential for destabilising developments on the continent 	Increased AU coordination and regional economic community cohesion
South-South relations strengthened and consolidated in advancement of national and continental priorities	Divisions within the South	Coordinated approach to issues of common concern.
Relations with the North leveraged in advancement of national and continental priorities	<ul style="list-style-type: none"> Unexpected and unforeseen international changes Lack of synergy between Partner departments 	<ul style="list-style-type: none"> To be agile and consider reprioritisation in response to international changes Enhance interdepartmental coordination mechanisms
Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	<ul style="list-style-type: none"> Out-dated technology Divergent views emanating from South Africa on foreign policy 	<ul style="list-style-type: none"> Digital enhancement, modernisation of ICT Stronger interdepartmental coordination on international relations activities
Improved compliance with the diplomatic regulatory framework	<ul style="list-style-type: none"> Dependencies on key stakeholders Lack of cooperation with key stakeholders Non-compliance by the foreign diplomatic corps 	<ul style="list-style-type: none"> Improved communication Strengthen partnerships with signed MoU between key stakeholders Enforcement in terms of the diplomatic legal framework



5. 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	<p>Disbursement of development aid to enhance cooperation between the Republic and other countries to:</p> <ul style="list-style-type: none"> • promote democracy and good governance • contribute to prevention and resolution of conflict • support socio-economic development and integration • provide humanitarian assistance 	R 47,840 million



UBUNTU-GIFT OF SOUTH AFRICA TO SOUTH SUDAN

Handing Over Ceremony



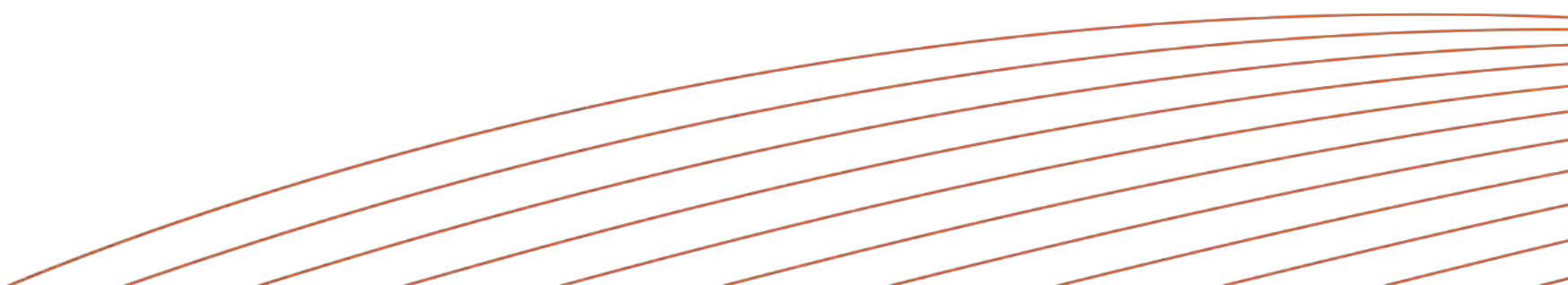
GIFT OF
SOUTH AFRICA
NON-GMO SWEET POTATOE
SORGHUM
AND IODATED SALT

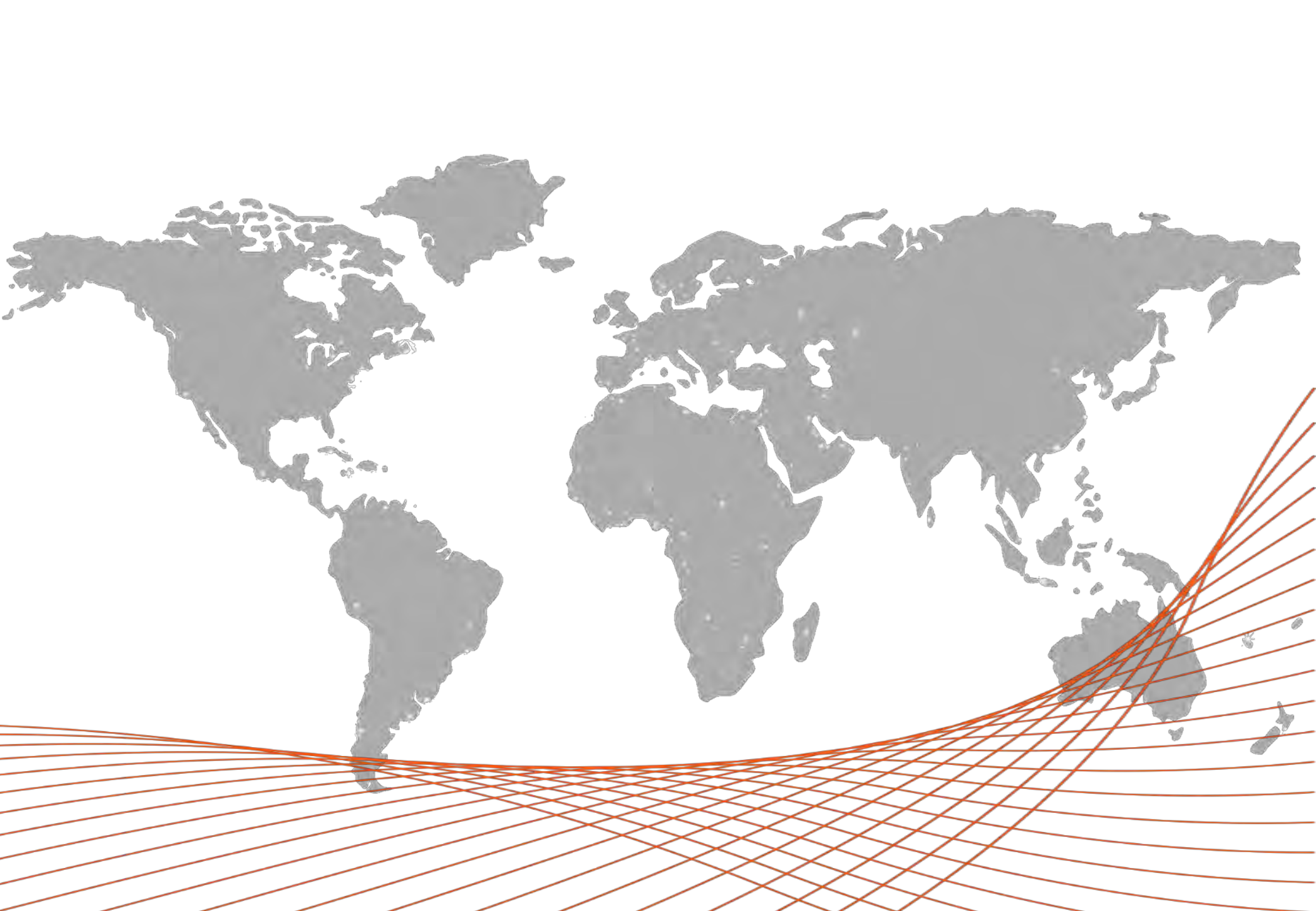




PART D

TECHNICAL INDICATOR DESCRIPTION (TID)





INDICATOR TITLE	DIGITAL ENHANCEMENT OF BUSINESS CAPABILITIES
DEFINITION	Integration of digital enhancement into key areas of business, fundamentally changing how the Organisation operates.
SOURCE OF DATA	Chief Directorate: ICT
METHOD OF ASSESSMENT	Performance will be qualitatively assessed based on the Roadmap which will be stipulated in the Digital Enhancement Strategy.
ASSUMPTIONS	<ul style="list-style-type: none"> • Addressing the obsolete infrastructure • Approval of the Digital enhancement Strategy • Information will be gathered from business units to get the exact requirements through various stakeholder engagements including a survey instrument
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	All end-users (Head Office and missions)
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Fully digitised business processes that support the departmental strategic objectives
INDICATOR RESPONSIBILITY	Office of the Chief Information Officer (CIO)

INDICATOR TITLE	THE DIPLOMATIC ACADEMY POSITIONED AS A CENTRE OF EXCELLENCE IN FOREIGN SERVICE TRAINING
DEFINITION	For the Diplomatic Academy to provide world-class training and prepare a well-rounded diplomat, the Academy should be a centre of excellence on par with its peers, providing quality training for the development of highly capable and professional diplomats from South Africa and other countries of the South in pursuit of South Africa's national interest. The Academy must maintain the ISO 9001 certification for the Quality Management System. Foreign language proficiency particularly in the UN /AU languages will improve the effectiveness of the South African diplomats.
SOURCE OF DATA	DTRD providing ISO certification, signed partnership agreement (MoU) and training reports and language assessment outcomes
METHOD OF ASSESSMENT	Assess whether the ISO certification is current, training provided in the official UN/AU languages and partnerships
ASSUMPTIONS	All training programmes are delivered as per the stipulated guidelines and requirements.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desirable
INDICATOR RESPONSIBILITY	Diplomatic Academy

INDICATOR TITLE	PERCENTAGE OF STRUCTURED MECHANISMS REVIEWED AND ACCEPTED, IMPLEMENTED AND UTILISED TO ACHIEVE OBJECTIVES OF THE NDP AND MTSF
DEFINITION	<p>South Africa strengthens and consolidates its political, economic and social relations through the outcomes of structured bilateral mechanisms and high-level visits. Structured bilateral mechanisms 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 bilateral communiqués, agreements and/ or other high-level decisions. It is important to evaluate South Africa's current bilateral relations and update the structured mechanisms. It is of great importance to track the outcomes of these scheduled meetings as they promote South Africa's national priorities and interests. Honouring these structured mechanisms is also an important vehicle to manage bilateral relations.</p>
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION	<ul style="list-style-type: none"> The method of calculation is the denominator (total signed structured mechanisms) and numerator (structured mechanisms reviewed, accepted, implemented). Total number of structured mechanisms reviewed, accepted, implemented versus total signed structured mechanisms
ASSUMPTIONS	<ul style="list-style-type: none"> Revisions are negotiated and agreed to by both parties Engagements are dependent on the availability of principals/counterparts. Unprecedented changes in the political environment
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable

DESIRED PERFORMANCE	Higher performance is desired – all signed structured mechanisms honoured
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches



INDICATOR TITLE	VALUE OF FOREIGN DIRECT INVESTMENT (FDI) PLEDGES REPORTED ON THROUGH THE DEPARTMENT ENGAGEMENTS
DEFINITION	To increase the level of FDI (as an important enabler of economic growth) in the country, in particular across sectors that are labour-intensive and focussed on value-addition and beneficiation. Through our missions abroad, we will source investment for identified sectors in the South African economy. In addition, the department will leverage bilateral relations to source investment pledges into the South African economy.
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION	Qualitative – simple count
ASSUMPTIONS	Investors are making pledges which can be followed up and monitored.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

INDICATOR TITLE	PERCENTAGE OF PRIORITISED PROJECTS OF THE REGIONAL INDICATIVE STRATEGIC DEVELOPMENT PLAN (RISDP) IMPLEMENTED
DEFINITION	SADC member states adopted the RISDP as a blue print and roadmap for regional integration. Each country is required to report annually to the SADC Secretariat on the progress of the member state on the prioritized projects. The department collects the data regarding specific projects from the relevant partner department and consolidate and submit the country progress report to the SADC Secretariat. This progress report can be considered the yard stick of the member state's progress towards regional integration. The integration of SADC remains critical for the economic development of the region.
SOURCE OF DATA	Chief Directorate: SADC
METHOD OF CALCULATION	<ul style="list-style-type: none"> • The method of calculation is the denominator (total prioritised projects) and numerator (projects where progress is recorded). • Total number of projects where progress is recorded versus total prioritised projects
ASSUMPTIONS	Partner departments provide the progress against the prioritised projects
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Director-General: Africa

INDICATOR TITLE	PERCENTAGE OF RESOLUTIONS AND OUTCOMES OF MULTILATERAL & MULTISTATE ORGANISATIONS ALIGNED TO SOUTH AFRICA'S COUNTRY POSITIONS, PROMOTED AND REFLECTED
DEFINITION	In order to influence the global processes, South Africa must be represented at multilateral fora to engage, influence and negotiate and to articulate its positions and ultimately to have these positions reflected in the outcomes of multilateral meetings and processes. South Africa's involvement in the engagement of multilateral processes and meetings is to advocate for a reformed rules-based global system, which is equitable as well as responsive to its needs in particular, and the needs of the developing countries in general. Prior to South Africa's engagement in the fora, there is a need to identify the objectives to be achieved through its participation and after the engagement it is then important to report on whether the objectives were achieved and what challenges were faced.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	The method of calculation is the denominator (resolutions, outcomes, decisions) and numerator resolutions, outcomes, decisions aligned to South Africa's country positions).
ASSUMPTIONS	Interdepartmental meetings taking place to agree on the SA position, having the South Africa position approved prior to SA participation at the international fora.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Director-General: Global Governance and Continental Agenda

INDICATOR TITLE	PERCENTAGE OF SOUTH AFRICA'S INPUTS TO ALL AFRICAN AND AU OFFICIAL'S STRATEGIC PARTNERSHIPS PRIORITISING AGENDA 2063 AND AFRICAN FLAGSHIP PROGRAMMES
DEFINITION	Africa is at the centre of South Africa's foreign policy and as such South Africa will continue to support regional and continental processes as encapsulated in Agenda 2063. South Africa will continue to enhance the African Agenda within the context of Agenda 2063 and the AU's First 10-year Implementation Plan (FTY-IP) and therefore, uses Agenda 2063 to guide its engagements at continental partnerships. It will monitor the outcomes of the partnerships against Agenda 2063.
SOURCE OF DATA	Chief Directorate: African Union
METHOD OF CALCULATION	The method of calculation is the denominator (Agenda 2063 and African flagship programmes) and numerator (South Africa's inputs).
ASSUMPTIONS	South Africa participates at the African and AU official's strategic partnerships
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Director-General: Global Governance and Continental Agenda

INDICATOR TITLE	PERCENTAGE OF SOUTH AFRICA'S OBLIGATIONS TO SADC AND AU FULFILLED
DEFINITION	South Africa is a member to the AU and SADC; therefore South Africa has to pay its membership fees as directed by the SADC and the AU. Apart from membership fees, certain commitments and undertakings can take place during SADC and AU meetings which may require South Africa to respond to such decision. In 2020, South Africa serves as Chair of the AU and will therefore have to fulfil its obligation as AU Chair.
SOURCE OF DATA	Chief Directorate: SADC and African Union
METHOD OF CALCULATION	The method of calculation is the denominator (South Africa's obligations to SADC and AU) and numerator (South Africa's obligations to SADC and AU fulfilled).
ASSUMPTIONS	Obligations for SA as derived from outcomes form AU and SADC processes and meetings
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Directors-General: Africa & Global Governance and Continental Agenda

INDICATOR TITLE	PERCENTAGE OF SOUTH AFRICA'S NEGOTIATING POSITIONS FOR ENGAGEMENT AT GROUPINGS OF THE SOUTH IN ADVANCEMENT OF NATIONAL AND CONTINENTAL PRIORITIES
DEFINITION	Partnerships with countries and groupings of the South are critical to advance not only South Africa's own development needs, but also the African Agenda. South Africa's South-South cooperation commitment will be pursued in three key ways: participation in the formulation of developing country positions in key international fora; engaging in Global South fora with the objective of promoting the African Agenda and the interests of the South; and, strengthening bilateral relations with countries of the South in support of national priorities and the African Agenda. South Africa will continue to support such groupings for consensus building. Prior to South Africa engagement at the fora, there is a need to identify the objectives to be achieved through its participation and after the engagement, it is then important to report on whether the objectives were achieved and what challenges were faced.
SOURCE OF DATA	Chief Directorate: Regional Organisations and Partnerships
METHOD OF CALCULATION	The method of calculation is the denominator (South Africa's negotiating positions) and numerator (South Africa's negotiating positions in advancement of national and continental priorities).
ASSUMPTIONS	South Africa participating at South –South engagements
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Directors-General: Asia, Middle East and Global Governance and Continental Affairs

INDICATOR TITLE	PERCENTAGE OF SOUTH AFRICA'S NEGOTIATING POSITIONS FOR ENGAGEMENT WITH STRATEGIC FORMATIONS OF THE NORTH IN ADVANCEMENT OF NATIONAL AND CONTINENTAL PRIORITIES
DEFINITION	Beneficial relations with strategic formations of the North leverage political and economic relations with the countries and plurilateral groupings to the advantage of South Africa, Africa and developing countries. Prior to South Africa's engagement in the fora, there is a need to identify the objectives to be achieved through its participation and after the engagement, it is then important to report on whether the objectives were achieved and what challenges were faced.
SOURCE OF DATA	Chief Directorate: Regional Organisations
METHOD OF CALCULATION	The method of calculation is the denominator (South Africa's negotiating positions) and numerator (South Africa's negotiating positions in advancement of national and continental priorities).
ASSUMPTIONS	South Africa participates with strategic formations of the North
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Director-General: Americas & Europe

INDICATOR TITLE	PERCENTAGE INCREASED AUDIENCE REACH THROUGH PUBLIC DIPLOMACY (PD) PLATFORMS ON SOUTH AFRICA'S FOREIGN POLICY OBJECTIVES AND PRIORITIES
DEFINITION	In order to create awareness of South Africa's foreign policy and communicate it through professional PD services, the department utilises different platforms to engage on domestic and international developments such as PPP, media statements, opinion pieces and stakeholder publications.
SOURCE OF DATA	Public Diplomacy
METHOD OF CALCULATION	The method of calculation is the denominator (the current baseline) and numerator (the increase).
ASSUMPTIONS	The baseline calculation will be used to determine the increase in percentage
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desirable
INDICATOR RESPONSIBILITY	Public Diplomacy

INDICATOR TITLE	LEVEL OF COMPLIANCE WITH LEGAL FRAMEWORK THROUGH THE IMPLEMENTATION OF A CONTROLLED DUTY FREE PURCHASES REGIME
DEFINITION	The department has the mandate to coordinate and regulate the activities of the accredited Diplomatic Corps in terms of South Africa's obligations as directed by the Vienna Convention on Diplomatic Relations of 1961 and the Diplomatic Immunities and Privileges Act and Policy in support of South Africa's foreign policy goals. There has, however, been a trend of some abuse of certain aspects. The department will therefore endeavour to ensure full compliance with the legal framework through the implementation of a controlled duty-free purchases regime, as per the relevant South African Revenue Service legislation.
SOURCE OF DATA	State Protocol
METHOD OF CALCULATION	Determine what is required in terms of the legal framework and then an assessment on any non-compliance with this framework.
ASSUMPTIONS	Unprecedented changes in the political and economic environment.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Higher performance is desired
INDICATOR RESPONSIBILITY	Deputy Director-General: State Protocol and Consular Services





Annexure to the Strategic Plan – Glossary of Terminology

African Agenda	South Africa's future is inextricably linked to that of Africa. The continent is therefore the cornerstone of South Africa's foreign policy. The concept and term <i>African Agenda</i> has been developed to describe the principal motive underpinning South Africa's foreign policy for the last more than 20 years. This African Agenda rests on five key pillars: contribute to regional and continental peace, security, stability and sustainable development through the African Union (AU); advance Africa's socio-economic development through the New Partnership for Africa's Development; strengthen effective governance through mechanisms such as the African Peer Review Mechanism; seek cooperation through international partnerships in support of Africa's development; and develop regional economic communities as the building blocs for continental economic development and integration.
AUPCRD Committee on Sudan	The AU Post-Conflict Reconstruction and Development Ministerial Committee for the Sudan was established in July 2003 to facilitate post-conflict reconstruction and development efforts in Sudan.
Bilateral relations	Bilateral relations are mainly conducted through formally accredited missions that spearhead on a daily basis the promotion of the national interests of the sending country. These relations cover a wide spectrum such as political, economic, science and technology, defence, consular and development cooperation, among others. South Africa conducts its diplomatic relations through 125 missions in 108 countries under the control of the Department of International Relations and Cooperation (DIRCO).
Strengthen relations	This terminology generally refers to diplomatic actions aimed at expanding and deepening the political, trade, social, financial, economic and security relationship and interactions between South Africa and another state. These actions can take many forms but usually pertain to state visits, official visits, working visits, structured bilateral mechanisms and the daily activities of diplomatic missions.
State Visit	A State Visit is the highest level of diplomatic contact between two countries and involves a formal visit by one Head of State on another Head of State at the invitation of the receiving Head of State. These are marked by ceremonial honours and protocol such as a 21-gun salute, a guard of honour, a state banquet hosted by the receiving Head of State and visits to historic landmarks. State visits are usually scheduled well in advance. A Head of State is usually accompanied by senior ministers and in the case of South Africa, also the Minister of International Relations and Cooperation. Nowadays, it is also the practice for a trade delegation to accompany a State Visit to strengthen economic relations and to network. State visits are usually also characterised by the signing of a number of key agreements and the issuance of a joint communiqué/declaration.
Official Visit	Official visits take place more frequently than state visits and can involve heads of state/government, deputy heads of state/government, ministers or deputy ministers, usually at the invitation of their counterparts. These visits usually accompany scaled-down ceremonial and protocol honours, depending on rank of the person concerned and the purpose of the visit. Such visits could also be termed working visits in certain cases. Working visits can take place without formal

invitation and can be undertaken at the initiative of a foreign Head of State/Government, Cabinet member or member of a Royal Family. The visit does not involve ceremonial honours.

High-Level Meeting

The term *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.

Senior Officials' Meeting

The most common meetings are between senior officials, i.e. below Cabinet level. Meetings of this nature often convene to prepare for high-level meetings, exchange information and ideas, discuss technical issues, negotiate and draft agreements and communiqués/declarations, assess the implementation of previous agreements and/or decisions, as well as to clarify positions and develop common positions on issues of mutual interest.

Structured bilateral mechanism

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 sub-committees or technical committees dealing with issues such as global governance, Africa, strengthening trade and investment relations, tourism promotion, science and technology cooperation, etc. Ministers and senior officials of departments concerned usually co-chair these sub-committees. Structured bilateral mechanisms are co-chaired from the President downwards to the level of senior officials. These meetings usually meet under various designations such as bi-national commissions, joint commissions, partnership fora, policy dialogue forum, policy forum, etc. The meetings usually alternate between the countries concerned and can take place every six months, annually and in certain cases every two years, depending on the importance of the issues on the agenda and the availability of the relevant ministers and senior officials. The structured bilateral mechanism is one of the most important and valuable foreign policy instruments for DIRCO to coordinate South African positions and activities towards a particular country and to advance South Africa's key priorities.

Early Warning

A concept utilised in conflict prevention referring to diplomatic analysis and reporting by states and regional bodies with the aim of preventing the outbreak of large-scale conflict through appropriate preventative diplomacy.

Multilateralism

A global system of interaction between states, which is particularly important to small and medium-sized states as it gives all participating states an equal voice and stake in programmes, projects and actions to address issues that affect their interests, those of their region and issues of global concern. This multilateral rules-based system is the main counterbalance to unilateral and collective actions undertaken by big and powerful states that exclude small and medium states.

Multilateral rules-based system

This system comprises all the United Nations (UN) bodies, agencies, funds, programmes and related organisations in association with the UN, as well as conventions and agreements that provide for inclusive and equal participation by all states.

Bretton Woods Institutions

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

Promotion of the multilateral system	Promoting the use and strengthening of the multilateral system of collective decision-making between states and countering the damaging effects of unilateral and collective actions undertaken by big and powerful states that exclude small and medium states such as South Africa.
Disarmament and non-proliferation	A system of multilateral agreements, conventions and controls in which all states can equally participate and which is aimed at ridding the world of weapons of mass destruction and limiting the spread and control the use of conventional weapons, including small-arms and light weapons.
Major international conferences	South Africa places great emphasis on multilateralism and the reform of global governance. To contribute to a better world and the reform of global governance, South Africa has hosted some major international conferences, the outcomes of which contribute to the advancements of humanity. DIRCO has a special responsibility to follow up on the outcomes and decisions of all major international conferences hosted since 1990.
United Nations (UN) Development Agenda	The UN Development 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 the countries that were at the forefront of negotiating the development agenda
Repositioning of the UN Development System (UNDS)	In May 2018, the UN General Assembly (UNGA) adopted a landmark consensus resolution on the repositioning of the UN Development System (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.
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 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 amongst other issues aimed at repositioning Africa to becoming a dominant player in the global arena.
First 10-year Implementation Plan (FTY-IP)	The FTYIP of Agenda 2063 (2013 – 2023) is the first in a series of five, ten-year plans over the fifty year horizon of Agenda 2063's time frame.

The purpose for developing the ten year plans is to:

- identify priority areas, set specific targets, define strategies and policy measures required to implement the FTYIP of Agenda 2063
- bring to fruition the fast track programmes and initiatives outlined in the Malabo Decisions of the AU to provide the big push and breakthroughs for Africa's economic and social transformation
- provide information to all key stakeholders at national, regional and continental levels on the expected results / outcomes for the first ten years of the plan and assign responsibilities to all stakeholders in its implementation, monitoring and evaluation
- outline the strategies required to ensure availability of resources and capacities together with citizen's engagement in the implementation of the First Ten Year Plan.

The goals and priority areas of the FTYIP were influenced by 4 key factors:

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

African Continental Free Trade Area (AfCFTA)

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

Tripartite Free Trade Area (TFTA)

The TFTA is an initiative between three (3) RECs, namely the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern African Development Community (SADC) and will be achieved by amalgamating the economies of the three regions with a combined market of 26 countries, which constitute half of the member states of the AU, a population of 625 million people and a combined GDP of US\$833 billion. The TFTA is anchored on three pillars; market integration, infrastructure development, and industrial development and is a precursor to the vision of realising an economically integrated continent.

Regional Economic Integration

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

Strategic Partnership	A Strategic Partnership, such as that of Africa-European Union, provides an overarching long-term framework for inter-continental relations aimed at promoting economic cooperation, sustainable development, peace, security, democracy, prosperity, solidarity and human dignity for the benefit of its members.
Economic Diplomacy	“Economic diplomacy” is the new reality in the achievement of national interests through diplomatic means, and is a complement to the traditional “political diplomacy”. DIRCO will use economic diplomacy in order to contribute in a more direct and concrete manner to achieve poverty eradication, job creation, socio-economic development and growth, primarily by utilising the resource it has in its overseas missions.
Belt and Road Initiative	China's BRI aims to connect Asia, Europe, and Africa along five routes. The infrastructure projects which are part of the BRI, and which mostly run through some of China's poorest and least developed regions, could provide a stimulus to help cushion the effects of the deepening slowdown of the Chinese economy. China is also hoping that, by improving connectivity between its underdeveloped southern and western provinces, its richer eastern coast, and the countries along its periphery, the BRI will improve China's internal economic integration and competitiveness and spur a more regionally balanced growth. Moreover, the construction is intended to help make use of China's enormous industrial overcapacity and ease the entry of Chinese goods into regional markets.
Pluralistic	A pluralistic society is a diverse one, where the people in it believe all kinds of different things and tolerate each other's beliefs even when they don't match their own. Pluralism is a social philosophy that seeks to allow many different viewpoints to coexist within a larger structure. A pluralist society, system of government or organisation, contains many groups that keep their identities while also participating in the larger group.
Plurilateral	A plurilateral agreement is a multi-national legal or trade agreement between countries. In economic jargon, it is an agreement between more than two countries, but not a great many, which would be multilateral agreement.
Joint Comprehensive Plan of Action (JCPOA)	The JCPOA, more commonly known as the Iran nuclear deal or Iran deal, is an agreement on the Iranian nuclear programme between Iran and the P5+1 (the five permanent members of the UN Security Council: China, France, Russia, United Kingdom, United States [US], plus Germany) together with the EU. On 8 May 2018 President Donald Trump announced the US withdrawal from the JCPOA.
United States–Mexico–Canada Agreement (USMCA)	The North American Free Trade Agreement (NAFTA) was renegotiated and replaced by the USMCA. The latter is expected to reshape North American economic relations and is in line with President Trump's aim to give American manufacturers an advantage over their competitors and gain increased market access for US farmers into the Canadian dairy market. On June 20 th , 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 by Canada are not completed yet.

IBSA Fund

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

MTSF 2019 – 2024

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

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

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

African values of Ubuntu / Diplomacy of Ubuntu

South Africa is a multifaceted, multicultural and multiracial country that embraces the concept of Ubuntu as a way of defining who we are and how we relate to others. The philosophy of Ubuntu means “humanity” and is reflected in the idea that we affirm our humanity when we affirm the humanity of others. It has played a major role in the forging of a South African national consciousness and in the process of its democratic transformation and nation-building. South Africa’s unique approach to global issues has found expression in the concept of Ubuntu. These concepts inform our particular approach to diplomacy and shape our vision of a better world for all. This philosophy translates into an approach to international relations that respects all nations, peoples, and cultures. It recognises that it is in our national interest to promote and support the positive development of others. South Africa therefore accords central importance to its immediate African neighbourhood and continent; working with countries of the South to address shared challenges of underdevelopment; promoting global equity and social justice; working with countries of the North to develop a true and effective partnership for a better world; and doing our part to strengthen the multilateral system, including its transformation, to reflect the diversity of our nations, and ensure its centrality in global governance.

Global multilateral system of governance

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

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

Global balance of forces

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

Fourth Industrial Revolution (4IR)

The 4IR refers to a series of social, political, cultural, and economic upheavals that will unfold over the 21st century. Building on the widespread availability of digital technologies that were the result of the Third Industrial, or Digital, Revolution, the 4IR will be driven largely by the convergence of digital, biological and physical innovations, such as the fifth generation wireless technology for digital cellular networks (5G), the Internet of Things (IoT), Machine Learning (ML), artificial intelligence, genome editing, augmented reality, robotics and 3-D printing. These technologies are rapidly changing the way humans create exchange and distribute value. The result of all this is societal transformation at a global scale. By affecting the incentives, rules and norms of economic life, it transforms how we communicate, learn, entertain ourselves, relate to one another and how we understand ourselves as human beings. Furthermore, the sense that new technologies are being developed and implemented at an increasingly rapid pace, has an impact on human identities, communities, and political structures.

Regional Indicative Strategic Development Plan (RISDP)

The RISDP is a comprehensive development and implementation framework guiding the regional integration agenda of SADC over a period of fifteen years (2005-2020). It is designed to provide clear strategic direction with respect to SADC programmes, projects and activities in line with the SADC Common Agenda and strategic priorities, as enshrined in the SADC Treaty of 1992. The original plan was approved by the SADC Summit in 2003. Through concrete priorities, programmes, and targets, the RISDP allows all parties involved to keep track of progress made, and to obtain guidance for prioritisation. The ultimate objective of the plan is to deepen integration in the region with a view to accelerate poverty eradication and the attainment of other economic and non-economic development goals.

PRIORITY AREAS OF THE RISDP:

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



List of abbreviations and acronyms

A

ACP	African, Caribbean and Pacific Group of States
AfCFTA	African Continental Free Trade Agreement
AGOA	Africa Growth and Opportunity Act
ANA	African News Agency
AUC	African Union Commission
AU	African Union
AUPSC	AU Peace and Security Council

B

BRICS	Brazil, Russia, India, China and South Africa
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C

COMESA	Common Market for Eastern and Southern Africa
CAHOSCC	Committee of African Heads of State and Government on Climate Change

D

DDG	Deputy Director-General
DG	Director-General
DIRCO	Department of International Relations and Cooperation
DTRD	Diplomatic Training, Research and Development

E

EAC	East Africa Community
EPA	Economic Partnership Agreement
EU	European Union

G

G77	Group of 77 (plus China)
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I

IBSA	India, Brazil and South Africa Dialogue Forum
IMF	International Monetary Fund
IORA	Indian Ocean Rim Association

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

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