



**AFRICAN RENAISSANCE AND INTERNATIONAL COOPERATION FUND (ARF)**  
**STRATEGIC PLAN 2020 – 2025**  
**ANNUAL PERFORMANCE PLAN 2021 – 2022**

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Department:  
International Relations and Cooperation  
REPUBLIC OF SOUTH AFRICA





**AFRICAN RENAISSANCE AND INTERNATIONAL COOPERATION FUND (ARF)**  
**STRATEGIC PLAN 2020 – 2025**  
**ANNUAL PERFORMANCE PLAN 2021 – 2022**



## A. EXECUTIVE AUTHORITY STATEMENT

The African Renaissance and International Cooperation Fund (ARF), established by Act 51 of 2000, exists in order to enhance cooperation between the Republic of South Africa and other countries, in particular African countries, through the promotion of democracy. The ARF Strategic Plan clearly sets out the policy priorities for the 2020 – 2025 period.

The strategic focus of the ARF is guided by the National Development Plan's Vision 2030, as articulated in the Medium Term Strategic Framework 2019 – 2024. The latter is in alignment with the African Union's Agenda 2063 and the United Nations' Sustainable Development Goals 2030 Agenda.

The Annual Performance Plan (APP) 2021 – 2022 focusses on socio-economic development, democracy and good governance, by advancing projects that support the African Continental Free Trade Area and human resource development.

South Africa's goals for the African continent are the resolution of conflict and creating conditions in which socio-economic development can take place. From South Africa's point of view, socio-economic development, democracy, among others, cannot take place without peace and stability as these constitute necessary conditions for such development.

Conversely, socio-economic development is necessary for the objective of addressing the root causes of conflict and instability. Africa's human resources constitute a major means for the achievement of accelerated development. Developed human resources that are adequately equipped with production skills, innovating minds and managerial capacities, are crucial for the region's developmental goals and constitute the imperatives for a better life for the people of our continent.

The Executive Authority will provide strategic direction on the implementation of the priorities that emerge during the 2021 – 2022 period.

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



**Dr GNM Pandor**  
**Minister of International Relations and Cooperation**



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

## B. ACCOUNTING AUTHORITY STATEMENT



This Strategic Plan is a roadmap, which will serve as a guide to realise the strategic objectives of the African Renaissance and International Cooperation Fund (ARF) in pursuing South Africa’s foreign policy. The ARF will continue implementing the Medium Term Strategic Framework (MTSF) for 2020 – 2025 in support of the country’s foreign service policy.

The ARF continued to be an invaluable instrument in pursuit of the Sixth Administration’s identified seven priorities, which are contained in the MTSF. As foreign policy is an extension of national priorities, the ARF will contribute to the seventh priority of “A Better Africa and World” through “enhancing 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”.

The ARF will continue to comply with the laws and regulatory prescriptions, which govern the management of public funds in South Africa. We shall therefore continue to adhere to the established framework for disbursing funds and ensuring compliance with accounting and monitoring mechanisms.





SIGNATURE:	
ACCOUNTING AUTHORITY	<b>AMBASSADOR NN LOSI</b>  <b>ACTING DIRECTOR-GENERAL OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION</b>



## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan and Annual Performance Plan:

- was developed by the management of the African Renaissance and International Cooperation Fund (ARF) under the guidance of Dr GNM Pandor
- takes into account all the relevant policies, legislation and other mandates for which the ARF is responsible
- accurately reflects the impact, outcomes and outputs, which the ARF will endeavour to achieve over the period: 2021 – 2022.

DESIGNATION AND OFFICIAL NAME	SIGNATURE
Official responsible for planning Head of Operations, ARF: Ms D Mathlako	
Acting Chief Financial Officer Ms H Bhengu	
Accounting Officer Acting Director-General Ambassador NN Losi	
Executive Authority Minister Dr GNM Pandor	



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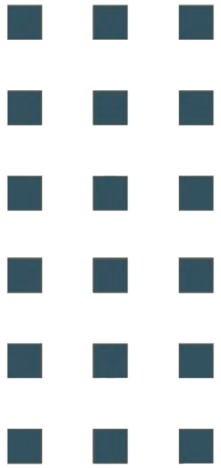
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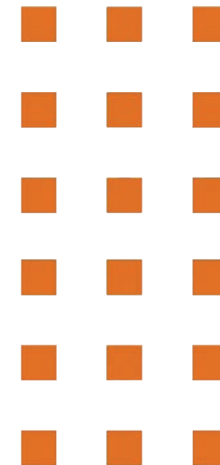
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# PART **A**: OUR MANDATE







## 1. Constitutional mandate

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.

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.

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

The African Renaissance and International Cooperation Fund Act, 2000 (Act 51 of 2000): 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.

The African Renaissance and International Cooperation Act, Act 2000 should be amended to provide for the name change of the ARF to the South African Development Partnership Fund and for the designation of a Head, as an Accounting Authority, who will be responsible, together with the Secretariat, for the administration of the fund. The fund will remain an entity listed in terms of the Public Finance Management Act, 1999 (Act 1 of 1999).

Funding of projects will be done on the basis of concurrence between the Minister of International Relations and Cooperation and the Minister of Finance.

## 3. Institutional policies and strategies over the five-year planning period

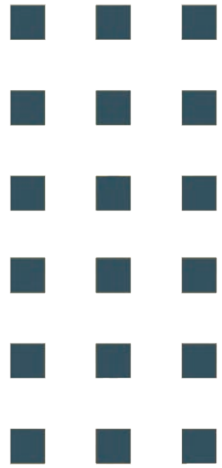
The following are strategic areas for the fund over the five-year planning period:

- enhance cooperation between the Republic of South Africa and other countries, in particular African countries
- promote democracy and good governance
- prevention and resolution of conflicts
- socio-economic development and integration
- humanitarian assistance
- human resource development.

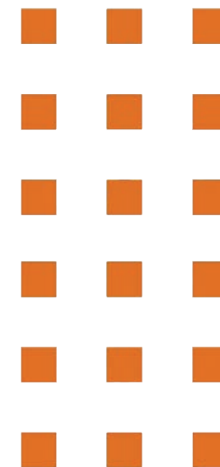
## 4. Relevant court rulings

None





# PART **B**: OUR STRATEGIC FOCUS







## 5. Vision

The vision of the African Renaissance and International Cooperation Fund (ARF) is a democratic, non-racial, non-sexist, conflict-free, developmental African continent.

## 6. Mission

The ARF is committed to promoting South Africa's national interests and values, the African Renaissance and the creation of a better world for all.

## 7. Values

The ARF will ensure that the following key values are adhered to:

- ownership of the process: the recipient country must own the process of determining the immediate, medium- and long-term actions that will address the issues contained in its project proposal
- an understanding of the political, economic and security considerations of the recipient country must be achieved
- a needs assessment should be conducted with direct involvement and ownership of the process by the country concerned
- integrated planning and coordination are critical in ensuring that South Africa's efforts are in line with the development needs of the identified country

In order to ensure that funding through the ARF is effective, the ARF will adopt the values of the Paris and Rome declarations on aid effectiveness and the Accra Agenda for Action. The Paris Declaration (2005) is a practical, action-oriented roadmap to improve the quality of aid and its impact on development. It gives a series of specific implementation measures and establishes a monitoring system to assess progress and ensure that donors and recipients hold each other accountable for their commitments.

## 8. Situational analysis

The ARF remains committed to pursuing the six objectives articulated in its Act. Over the past five years, the fund has responded to demands necessitated by both socio-economic trends and political imperatives. For example, due to climate change, sub-Saharan Africa experienced unprecedented hazards, including cyclones, resulting in devastating floods and drought. During the past five years, ARF allocations went to humanitarian assistance-related support; and direct bilateral cooperation with other countries, in particular African countries. The ARF continued to consolidate its contribution to democracy and good governance, conflict resolution as well as capacity-building through diplomatic channels.

Official development assistance is experiencing a downward trend as evidenced by figures released by the Organisation for Economic Cooperation and Development through its Development Assistance Committee (OECD DAC). In South Africa, there have also been downward trends in fiscal allocations to various government departments, including the Department of International Relations and Cooperation (DIRCO) and the ARF. As a result, for the next five years, the ARF has to be smarter and prioritise its allocations in order to maximise the impact of its interventions on the African continent, given the huge demands on its resources. It is a fact that globalisation is having a huge negative impact on African countries' markets and economies, resulting in a decline in economic growth and social economic development.



## 8.1 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. Hence, South Africa's outlined priorities for its term, among them, furthering peace and security, the economic empowerment of women and deepening economic integration, had to be immediately and dramatically reoriented to deal with the Coronavirus pandemic.

The Sixth Administration identified seven priorities, which are contained in the Medium Term Strategic Framework. As foreign policy is an extension of national priorities, the ARF will contribute to the seventh priority of "A Better Africa and World" through "enhancing 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".

### The African continent

#### Humanitarian assistance for emergency issues and pandemics such as COVID-19

South Africa's term as Chair of the African Union (AU) came to an end in early February 2021. South Africa's assumption of the Chairship was a baptism of fire, as the first case of the Coronavirus was reported on the continent in the same month. A virtual conference of the AU Bureau under the leadership and the Chairship of South Africa was held to look at ways and means to mitigate the impact of COVID-19, while also gaging the needed support to the existing mechanisms of the union to fight pandemics like this. COVID-19 has affected all the countries on the continent.

It is against this background that the Chair of the AU, South Africa, pledged US\$6 million to the AU efforts, which was disaggregated as follows:

- US\$4 million to the Special Fund for COVID-19
- US\$2 million towards the Africa Centre for Disease Control.

It would be imperative for South Africa to continue providing necessary support and do more pledges for stopping and preventing the spread of COVID-19 on the continent. The establishment of the COVID-19 Fund under the Chairship of South Africa behoves the Chairperson of the AU. The implementation of these projects was done through the Mission in Addis Abba, which was also responsible for the ground monitoring and submission of reports. Monitoring of the utilisation of the funds will be done by the mission and the ARF. By March 2021, there were more than 3.9 million confirmed cases in Africa, and more than 106 712 people had died. It has been a health, humanitarian, social and economic crisis for African countries, most of whom are inadequately resourced to manage a health emergency of this size.

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

## **African Continental Free Trade Area (AfCFTA)**

During South Africa's term as Chair of the AU, the Africa Continental Free Trade Area (AfCFTA) was finally launched, heralding a new era of intra-African trade and economic integration. The AfCFTA will bring together all 55 member states of the AU, covering a market of more than 1.2 billion people, including a growing middle class and a combined gross domestic product of more than US\$3.4 trillion. In terms of the number of participating countries, the AfCFTA will be the world's largest free trade area since the formation of the World Trade Organisation. Estimates from the Economic Commission for Africa suggest that the AfCFTA has the potential to boost intra-African trade by 52.3% by eliminating import duties and to double this trade if non-tariff barriers are also reduced.

The main objectives of the AfCFTA are to create a single continental market for goods and services, with free movement of business persons and investments, thus paving the way for accelerating the establishment of the customs union. It will also expand intra-African trade through better harmonisation and coordination of trade liberalisation, facilitation and instruments across the regional economic communities and Africa in general. The AfCFTA is also expected to enhance competitiveness at industry and enterprise level through the exploitation of opportunities for scale production, continental market access and better reallocation of resources.

In the next five years, the ARF will focus on projects that support the operationalisation of the AfCFTA. This will be in line with the ARF's socio-economic development and integration strategic objective.

South Africa's participation in Southern African Development Community (SADC) Election Observer Missions (SEOMs) demonstrates its commitment to free, fair and credible elections and further encourages democratic practices and good governance in the region. Participation in the SEOMs further contributes towards the creation of institutional frameworks and a climate conducive for the holding of credible elections. The ARF will continue to provide funding for technical support for elections and SEOMs.

According to the World Food Programme, southern Africa had just one normal rainy season in the last five years – the effects of climate change are evident. In many places, the current growing season is again exceptionally hot and dry, causing large-scale livestock losses. The rains arrived late in much of the region, yet have been devastatingly torrential in some areas. The invasive Fall Armyworm and African Armyworm have been devouring standing crops in several countries. As household and community food stocks from last year's harvest run out, millions of families have no choice but to skip meals, sell off cattle and other assets, take children out of school and borrow at high interest rates.

In the next five years, the ARF will focus on partnering with other development agencies and countries with common values and interests in the execution of projects.

## **8.2 Internal environment analysis**

An advisory committee has been established to make recommendations to the Minister of International Relations and Cooperation and the Minister of Finance on the disbursement of funds through loans or other financial assistance. The Advisory Committee consists of the following members:

- (a) the Director-General (DG) or the delegate of the DG
- (b) three officers of DIRCO appointed by the Minister
- (c) two officers of National Treasury appointed by the Minister of Finance.

The DG is the Accounting Officer of the ARF in terms of the Public Finance Management Act, 1999. The DG has established a secretariat consisting of officers to assist with the disbursement of funds and monitoring and administration of projects relating to the fund. The ARF utilises DIRCO's systems and processes, which have brought their own challenges in terms of project implementation. The ARF has received an unqualified audit opinion without findings for the 2019/20 financial year.

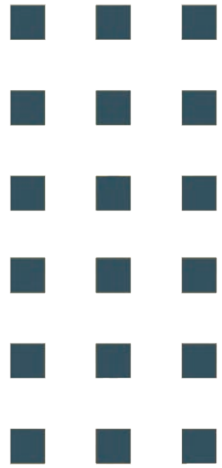
The ARF utilises DIRCO's fully functional assurance units such as Risk Management and Internal Audit. These units are supported by the Risk Management Committee and Audit Committee, both chaired by independent (external) chairpersons.

The ARF allocations and pledges are guided by both socio-economic and political imperatives in line with South Africa's foreign policy objectives.

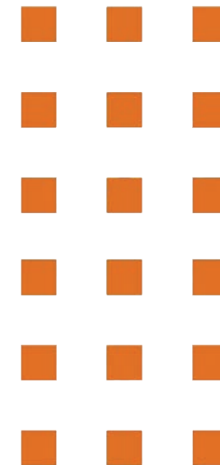
ARF budget allocations over the Medium Term Expenditure Framework total R143.6 million. The ARF will implement the 2020 – 2025 Strategic Plan in a constrained fiscal environment with significant reductions in annual allocations. The fund will be more strategic in how it allocates its resources for each of its strategic objectives annually, in order to realise maximum impact.

The ARF will be able to achieve its mandate through DIRCO's 125 diplomatic missions in 108 countries.





# PART C: MEASURING OUR PERFORMANCE







## 9. INSTITUTIONAL PERFORMANCE INFORMATION

### 9.1 MEASURING THE IMPACT

<b>IMPACT STATEMENT</b>	CONTRIBUTE TO A BETTER AFRICA FOR A BETTER WORLD
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### 9.2 MEASURING OUTCOMES

Outcome	Outcome indicator	Baseline	Five-year target
Promotion of democracy and good governance	Percentage of SADC elections observers for DIRCO funded	New indicator	100% of SADC elections observers for DIRCO funded
	Percentage of projects for technical assistance to support elections funded	New indicator	100% of projects for technical assistance to support elections funded
	Percentage of projects for promoting good governance funded	New indicator	100% of projects for promoting good governance funded
Prevention and resolution of conflict	Percentage of projects for mediation and conflict resolution funded	New indicator	100% of projects for mediation and conflict resolution funded
Support to socio-economic development and integration	Percentage of projects funded to operationalise the AfCFTA	New indicator	100% projects funded to operationalise the AfCFTA
	Percentage of socio-economic development and integration projects funded	New indicator	100% of socio-economic development and integration projects funded
Provision of humanitarian assistance	Percentage of humanitarian assistance projects funded	New indicator	100% of humanitarian assistance projects funded

Provision of human resource development	Percentage of capacity-building projects funded	New indicator	100% of capacity-building projects funded
Cooperation between the Republic and other countries, in particular African countries	Percentage of cooperation projects with other countries funded	New indicator	100% cooperation projects with other countries funded
Effective management of resources through sound administration and good governance	Percentage of ARF projects in compliance with the ARF Act	New indicator	100% of ARF projects in compliance with the ARF Act

### 9.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

#### (a) Promotion of democracy and good governance as it aligns with Aspiration 3 of Agenda 2063

South Africa's participation in the SEOMs demonstrates its commitment to free, fair and credible elections and further encourages democratic practices and good governance in the region. Participation in the SEOMs further contributes towards the creation of institutional frameworks and a climate conducive for the holding of credible elections. The ARF will provide technical assistance to identified countries that will hold elections within the five-year period. Technical assistance is provided in partnership with the Independent Electoral Commission of South Africa (IEC) as an implementing agent. South Africa is committed to building strong institutions and consolidating democratic gains. The support will be provided through South African institutions.

#### (b) Prevention and resolution of conflicts as it aligns with Aspiration 4 of Agenda 2063

Noting that 2020 marked the apex of the AU flagship programme, "Silencing the Guns", South Africa continues to support mediation and conflict resolution efforts. South Africa must lead continental efforts aimed at resolving conflicts in South Sudan, Libya, Somalia and the Sahel region and the remaining conflict in parts of the eastern Democratic Republic of Congo.

#### (c) Support to socio-economic development and integration as it aligns with Aspiration 1 of Agenda 2063

South Africa will continue to play its part to foster integration on the continent and support the incoming Chair and the organisation in its efforts to meet the aspirations of the AU's Agenda 2063. To realise this vision, the ARF will implement projects that will improve the socio-economic conditions of citizens. The funding of projects that will fast-track the operationalisation of the AfCTA will realise a shared prosperity for Africa. The AfCTA will accelerate progress towards continental unity and integration for sustained growth, trade, exchange of goods, services and free movement of people and fast-track economic integration.

#### (d) Provision of humanitarian assistance

On the international humanitarian front, South Africa has played a leading role in influencing and shaping the global humanitarian system. Furthermore, South Africa has, through its humanitarian diplomacy, demonstrated its humanitarian face to the world by assisting countries afflicted by humanitarian crises, occasioned by natural disasters and conflict within the continent and beyond.

**(e) Human resource development as it aligns with Aspiration 6 of Agenda 2063**

Another focus will be on the economic empowerment of women, which we will continue to champion even beyond the term of South Africa's Chairship and throughout the Decade of African Women's Financial and Economic Inclusion to 2030. This will be done through capacity-building to strengthen institutions and build an Africa whose development is reliant on the potential of African people.

**(f) Cooperation between the Republic and other countries, in particular African countries**

Partnerships will be critical in the delivery of projects, taking into account the current fiscal constraints. The ARF will partner with likeminded partners to share costs and bring additional skill sets that will improve implementation of projects.

**(g) Effective management of resources through sound administration and good governance**

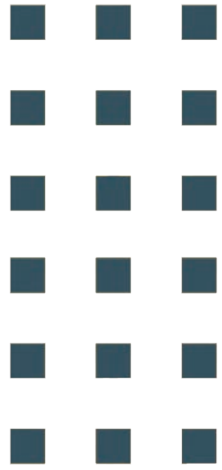
All projects are evaluated by the ARF Advisory Committee and must comply with concurrence by the Minister of Finance and monitoring of project implementation as per the project plan.



## 10. KEY RISKS AND MITIGATION

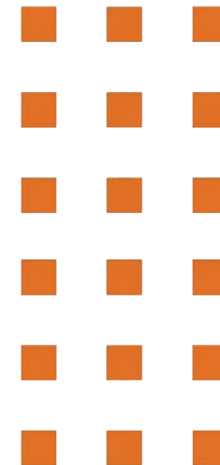
OUTCOME	KEY RISK	RISK MITIGATION
<ul style="list-style-type: none"> <li>Promotion of democracy and good governance</li> <li>Prevention and resolution of conflict</li> <li>Support socio-economic development and integration</li> <li>Provision of humanitarian assistance</li> <li>Cooperation between the Republic and other countries, in particular African countries</li> <li>Provision of human resource development</li> </ul>	<ul style="list-style-type: none"> <li>Fiscal constraints</li> </ul>	<ul style="list-style-type: none"> <li>Partnership with other development agencies</li> </ul>
	<ul style="list-style-type: none"> <li>Social unrest</li> </ul>	<ul style="list-style-type: none"> <li>Capacity-building through diplomatic channels and country institutions</li> </ul>
	<ul style="list-style-type: none"> <li>Political instability</li> </ul>	<ul style="list-style-type: none"> <li>Deepening democratic principles and strengthening democratic institutions</li> </ul>
	<ul style="list-style-type: none"> <li>Rationalisation of missions</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with other agencies with a footprint on the continent and other parts of the world</li> </ul>





# ANNUAL PERFORMANCE PLAN 2021/22

## PART C: MEASURING OUR PERFORMANCE





## 11. RESOURCE CONSIDERATIONS

### Overview of budget and Medium-Term Expenditure Framework estimates

R thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Audited outcome			Revised estimate	Medium-term estimate		
Revenue							
Tax revenue	-	-	-	-	-	-	-
Non-tax revenue	170 954	113 975	63 553	3 000	1 500	1 500	1 500
<i>Other income</i>	-	-	-	-	-	-	-
<i>Other non-tax revenue</i>	148 711	75 283	63 553	3 000	1 500	1 500	1 500
Interest, dividends and rent on land	148 711	75 283	63 553	3 000	1 500	1 500	1 500
Transfers received	22 243	38 692	46 272	47 840	48 546	49 858	50 179
<b>Total revenue</b>	<b>170 954</b>	<b>113 975</b>	<b>109 825</b>	<b>50 840</b>	<b>50 046</b>	<b>51 358</b>	<b>51 679</b>
Expenses							
Current expenses	-	-	-	-	-	-	-
Goods and services	-	34 513	44 684	-	-	-	-
Transfers and subsidies	42 084	136 838	45 021	50 840	50 046	51 358	51 679
<b>Total expenses</b>	<b>42 084</b>	<b>171 351</b>	<b>89 705</b>	<b>50 840</b>	<b>50 046</b>	<b>51 358</b>	<b>51 679</b>
<b>Surplus/(Deficit)</b>	<b>143 984</b>	<b>( 57 376)</b>	<b>20 120</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<i>Financial position</i>							
Cash and cash equivalents	1 059 164	862 439	918 029	300 000	918 029	918 029	918 029
Receivables from non-exchange transactions	33 829	-	-	140 000	19 000	120 000	120 000
<b>Total assets</b>	<b>1 092 993</b>	<b>862 439</b>	<b>918 029</b>	<b>440 000</b>	<b>937 029</b>	<b>1 038 029</b>	<b>1 038 029</b>
Accumulated surplus/(deficit)	797 100	439 836	467 934	292 635	699 829	800 829	800 829
Trade and other payables	-	58	1 332	-	-	-	-
Provisions	295 893	422 545	448 763	147 365	237 200	237 200	237 200
Other liabilities	-	-	-	-	-	-	-
<b>Total equity and liabilities</b>	<b>1 092 993</b>	<b>862 439</b>	<b>918 029</b>	<b>440 000</b>	<b>937 200</b>	<b>1 038 029</b>	<b>1 038 029</b>

## 12. MEASURING OUTCOMES

### 12.1 PROGRAMME: PROMOTION OF DEMOCRACY AND GOOD GOVERNANCE

Purpose: The programme exists to promote democracy and good governance

#### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Promotion of democracy and good governance	Contribution towards promotion of democracy and good governance	Percentage of SADC election observers for DIRCO funded	-	-	-	100% of SADC election observers for DIRCO funded	100% of SADC election observers for DIRCO funded	100% of SADC election observers for DIRCO funded	100% of SADC election observers for DIRCO funded
		Percentage of projects for technical assistance to support elections funded	-	-	-	100% of projects for technical assistance to support elections funded	No target set for the financial year	100% of projects for technical assistance to support elections funded	100% of projects for technical assistance to support elections funded
		Percentage of projects for promoting good governance funded	-	-	-	100% of projects for promoting good governance funded	100% of projects for promoting good governance funded	100% of projects for promoting good governance funded	100% of projects for promoting good governance funded

## INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET 2021/22	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
Percentage of SADC election observers for DIRCO funded	100% (one of one) SADC election observers for DIRCO funded	No target set for the quarter	100% (one of one) SADC election observers for DIRCO funded	No target set for the quarter	No target set for the quarter
Percentage of projects for technical assistance to support elections funded	No target set for the financial year	No target set for the quarter	No target set for the quarter	No target set for the quarter	No target set for the quarter
Percentage of projects for promoting good governance funded	100% (one of one) projects for promoting good governance funded	No target set for the quarter	100% (one of one) projects for promoting good governance funded	No target set for the quarter	No target set for the quarter

## 12.2 PROGRAMME: PREVENTION AND RESOLUTION ON CONFLICT

**Purpose:** The programme exists to support the prevention and resolution of conflict

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Prevention and resolution of conflict	Contribution to mediation and resolution of conflict	Percentage of projects for mediation and conflict resolution funded	-	-	-	100% of projects for mediation and conflict resolution funded	No target set for the financial year	100% of projects for mediation and conflict resolution funded	100% of projects for mediation and conflict resolution funded

### INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET 2021/22	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
Percentage of SADC election observers for DIRCO funded	100% (one of one) SADC election observers for DIRCO funded	No target set for the quarter	100% (one of one) SADC election observers for DIRCO funded	No target set for the quarter	No target set for the quarter

## 12.3 PROGRAMME: SOCIO-ECONOMIC DEVELOPMENT AND INTEGRATION

**Purpose:** The programme exists to support socio-economic development and integration

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Support to socio-economic development and integration	Socio-economic development and integration projects funded	Percentage of projects funded to operationalise the AfCFTA	-	-	-	100% of projects to operationalise the AfCFTA funded	100% of projects to operationalise the AfCFTA funded	100% of projects to operationalise the AfCFTA funded	100% of projects to operationalise the AfCFTA funded
		Percentage of socio-economic development and integration projects funded	-	-	-	100% of socio-economic development and integration projects funded	No target set for the financial year	100% of socio-economic development and integration projects funded	100% of socio-economic development and integration projects funded

### INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET 2021/22	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
Percentage of projects funded to operationalise the AfCFTA	100% (one of one) of projects funded to operationalise the AfCFTA	No target set for the quarter	No target set for the quarter	100% (one of one) of projects funded to operationalise the AfCFTA	No target set for the quarter
Percentage of socio-economic development and integration projects funded	No target set for the financial year	No target set for the quarter	No target set for the quarter	No target set for the quarter	No target set for the quarter



## 12.4 PROGRAMME: PROVISION OF HUMANITARIAN ASSISTANCE

**Purpose:** The programme exists to provide humanitarian assistance to countries affected by disasters

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Provision of humanitarian assistance	Humanitarian assistance provided	Percentage of humanitarian assistance projects funded	-	-	-	100% of humanitarian assistance projects funded	100% of humanitarian assistance projects funded	100% of humanitarian assistance projects funded	100% of humanitarian assistance projects funded

### INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET 2021/22	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
Percentage of humanitarian assistance projects funded	100% (one of one ) of humanitarian assistance projects funded	No target set for the quarter	100% (one of one ) of humanitarian assistance projects funded	No target set for the quarter	No target set for the quarter

## 12.5 PROGRAMME: PROVISION OF HUMAN RESOURCE DEVELOPMENT

Purpose: The programme exists to provide capacity-building and human resource development

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Provision of human resource development	Training development and capacity-building projects funded	Percentage of training development and capacity-building projects funded	-	-	-	100% of training development and capacity-building projects funded	100% of training development and capacity-building projects funded	100% of training development and capacity-building projects funded	100% of training development and capacity-building projects funded

### INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET 2021/22	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
Percentage of training development and capacity-building projects funded	100% (one of one) of training development and capacity-building projects funded	No target set for the quarter	No target set for the quarter	100% (one of one) of training development and capacity-building projects funded	No target set for the quarter

## 12.6 PROGRAMME: COOPERATION BETWEEN THE REPUBLIC AND OTHER COUNTRIES, IN PARTICULAR AFRICAN COUNTRIES

Purpose: The programme exists to enhance cooperation between the Republic and other countries, in particular African countries

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Cooperation between the Republic and other countries, in particular African countries	Cooperation projects with other countries	Percentage of cooperation projects with other countries funded	-	-	-	100% of cooperation projects with other countries funded	No target set for the financial year	100% of cooperation projects with other countries funded	100% of cooperation projects with other countries funded

### INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET 2021/22	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
Percentage of cooperation projects with other countries funded	No target set for the financial year	No target set for the quarter	No target set for the quarter	No target set for the quarter	No target set for the quarter

## 12.7 PROGRAMME: ADMINISTRATION AND PROJECT MANAGEMENT

Purpose: The programme exists to effectively manage resources through sound administration and good governance

### OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Effective management of resources through sound administration and good governance	Requests evaluated by the ARF Advisory Committee	Percentage of requests evaluated by the ARF Advisory Committee	-	-	-	100% of requests evaluated by the ARF Advisory Committee	100% of requests evaluated by the ARF Advisory Committee	100% of requests evaluated by the ARF Advisory Committee	100% of requests evaluated by the ARF Advisory Committee
	ARF projects monitored for compliance with concurrence received	Percentage of ARF projects monitored for compliance with concurrence received	-	-	-	100% of ARF projects monitored for compliance with concurrence received	100% of ARF projects monitored for compliance with concurrence received	100% of ARF projects monitored for compliance with concurrence received	100% of ARF projects monitored for compliance with concurrence received
	Project oversight reports for ARF projects	Percentage of project oversight reports for ARF projects	-	-	-	100% of project oversight reports for ARF projects	100% of project oversight reports for ARF projects	100% of project oversight reports for ARF projects	100% of project oversight reports for ARF projects
	Closed ARF projects with close-out report	Percentage of closed ARF projects with close-out report	-	-	-	100% of closed ARF projects with close-out report	100% of ARF closed projects with close-out report	100% of closed ARF projects with close-out report	100% of closed ARF projects with close-out report
	Quarterly project progress reports	Percentage of quarterly project progress reports	-	-	-	100% (four of four) of quarterly project progress reports	100% (four of four) of quarterly project progress reports	100% (four of four) of quarterly project progress reports	100% (four of four) of quarterly project progress reports

## INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET 2021/22	1 <sup>ST</sup> QUARTER	2 <sup>ND</sup> QUARTER	3 <sup>RD</sup> QUARTER	4 <sup>TH</sup> QUARTER
Percentage of requests evaluated by the ARF Advisory Committee	100% of requests evaluated by the ARF Advisory Committee	100% of requests evaluated by the ARF Advisory Committee	100% of requests evaluated by the ARF Advisory Committee	100% of requests evaluated by the ARF Advisory Committee	100% of requests evaluated by the ARF Advisory Committee
Percentage of active projects monitored for compliance with concurrence received	100% of active projects monitored for compliance with concurrence received	100% of active projects monitored for compliance with concurrence received	100% of active projects monitored for compliance with concurrence received	100% of active projects monitored for compliance with concurrence received	100% of active projects monitored for compliance with concurrence received
Percentage of project oversight reports for active projects	100% of project oversight reports for active projects	100% of project oversight reports for active projects	100% of project oversight reports for active projects	100% of project oversight reports for active projects	100% of project oversight reports for active projects
Percentage of closed projects with close-out report	100% of closed projects with close-out report	100% of closed projects with close-out report	100% of closed projects with close-out report	100% of closed projects with close-out report	100% of closed projects with close-out report
Percentage of quarterly project progress reports	100% (four of four) of quarterly project progress reports	25% (one of four) of quarterly project progress reports	25% (one of four) quarterly project progress reports	25% (one of four) of quarterly project progress reports	25% (one of four) quarterly project progress reports

## GLOSSARY OF TERMINOLOGY

### **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 of inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and the African Renaissance. The genesis of Agenda 2063 was the realisation by African leaders that there was a need to refocus and reprioritise Africa's agenda from the struggle against apartheid and the attainment of political independence for the continent, which was the focus of the Organisation of African Unity, the precursor of the African Union, and instead to prioritise inclusive social and economic development, continental and regional integration, democratic governance and peace and security, among other issues, aimed at repositioning Africa to becoming a dominant player in the global arena.

#### **Agenda 2063 seeks to deliver on a set of seven aspirations:**

*Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development*

*Aspiration 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance*

*Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law*

*Aspiration 4: A peaceful and secure Africa*

*Aspiration 5: An Africa with a strong cultural identity, common heritage, shared values and ethics*

*Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.*

*Aspiration 7: Africa as a strong, united, resilient and influential global player and partner.*

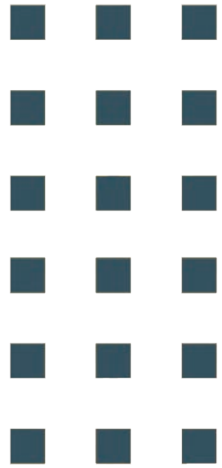
### **African Continental Free Trade Area (AfCFTA):**

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

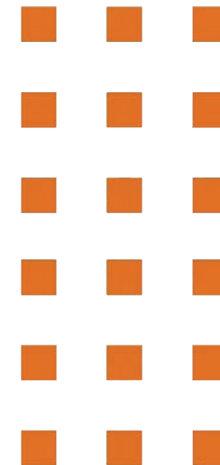
## PUBLIC ENTITY'S GENERAL INFORMATION

<b>Registered name:</b>	African Renaissance and International Cooperation Fund (ARF)
<b>Physical address:</b>	460 Soutpansberg Road Rietondale Pretoria 0084
<b>Postal address:</b>	Private Bag X152 Pretoria 0001
<b>Telephone number/s:</b>	+ 27 12 351 1000
<b>Fax number:</b>	+ 27 12 329 1000
<b>E-mail address:</b>	<a href="mailto:info@dirco.gov.za">info@dirco.gov.za</a>
<b>Website address:</b>	<a href="http://www.dirco.gov.za">www.dirco.gov.za</a>
<b>External auditor:</b>	Auditor-General of South Africa
<b>Banker:</b>	South African Reserve Bank
<b>Advisory Committee Secretary:</b>	ARF Secretariat





# PART **D**: TECHNICAL INDICATOR DESCRIPTION (TID)







## FIVE-YEAR TARGET

INDICATOR TITLE	PERCENTAGE OF SADC ELECTION OBSERVERS FOR DIRCO FUNDED
DEFINITION	The indicator refers to South Africa's nominated delegations or from the SADC Desk representing the Republic of South Africa on the election observer missions
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	<u>Number of SADC elections observers mission funded X 100</u> Number of SADC elections held
ASSUMPTIONS	All the SADC election observer missions will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	SADC region
REPORTING CYCLE	Five years
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF PROJECTS FOR TECHNICAL ASSISTANCE TO SUPPORT ELECTIONS FUNDED
DEFINITION	The indicator refers to the funds provided by the ARF for the procurement of goods and services related to support elections
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of projects for technical assistance to support elections funded} \times 100}{\text{Number of elections requested funding assistance}}$
ASSUMPTIONS	100% of elections requested funding for technical assistance will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
REPORTING CYCLE	Five years
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations



INDICATOR TITLE	PERCENTAGE OF PROJECTS FOR PROMOTING GOOD GOVERNANCE FUNDED
DEFINITION	The indicator refers to funding of institutions like the IEC, DIRCO desks and other institutions that are meant to promote good governance on the African continent
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	<u>Number of projects for promoting good governance funded X 100</u> Number of projects for promoting good governance requested funding
ASSUMPTIONS	100% of projects for promoting good governance will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
REPORTING CYCLE	Five years
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF PROJECTS FOR MEDIATION AND CONFLICT RESOLUTION FUNDED
DEFINITION	The indicator refers to South African's intervention in conflicts through negotiations and conflict resolution
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of projects for mediation and conflict resolution funded}}{\text{Number of projects for mediation and conflict resolution requested funding}} \times 100$
ASSUMPTIONS	100% of projects for mediation and conflict resolution requested funding will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
REPORTING CYCLE	Five years
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations



INDICATOR TITLE	PERCENTAGE OF PROJECTS SUPPORTED TO OPERATIONALISE THE AfCFTA FUNDED
DEFINITION	The indicator refers to South Africa's support through funding of projects to implement the AfCFTA
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	<u>Number of projects supported to operationalise the AfCFTA funded X 100</u> Number of AfCFTA projects requested funding
ASSUMPTIONS	100% of projects to operationalise the AfCFTA will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
REPORTING CYCLE	Five years
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF SOCIO-ECONOMIC DEVELOPMENT AND INTEGRATION PROJECTS FUNDED
DEFINITION	The indicator refers to the AfCFTA projects that will accelerate progress towards continental unity and integration for sustained growth, trade, exchange of goods, services and free movement of people and fast-track economic integration
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of socio-economic development and integration projects funded} \times 100}{\text{Number of socio-economic development and integration projects requested funding}}$
ASSUMPTIONS	100% of socio-economic projects will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
REPORTING CYCLE	Five years
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF HUMANITARIAN ASSISTANCE PROJECTS FUNDED
<b>DEFINITION</b>	The indicator refers to assistance or aid in material or logistical assistance, food, etc. provided for humanitarian purposes, typically in response to humanitarian relief efforts, including natural disasters and man-made disasters, with the main aim to save lives, alleviate suffering and maintain human dignity
<b>SOURCE OF DATA</b>	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
<b>METHOD OF CALCULATION / ASSESSMENT</b>	$\frac{\text{Number of humanitarian assistance projects funded} \times 100}{\text{Number of humanitarian assistance projects requested funding}}$
<b>ASSUMPTIONS</b>	100% of humanitarian assistance projects requested funding will be funded
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	African continent
<b>REPORTING CYCLE</b>	Five years
<b>DESIRED PERFORMANCE</b>	100%
<b>INDICATOR RESPONSIBILITY</b>	ARF Head of Operations



INDICATOR TITLE	PERCENTAGE OF TRAINING DEVELOPMENT AND CAPACITY-BUILDING PROJECTS FUNDED
DEFINITION	The indicator refers to the development, training and strengthening of skills of individuals nominated to be trained through the ARF and DIRCO funding process from the African continent in order to improve the situation in their countries
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of training development and capacity-building projects funded}}{\text{Number of training and capacity-building programme projects requested funding}} \times 100$
ASSUMPTIONS	100% of training and capacity-building programme will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
REPORTING CYCLE	Five years
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations



<b>INDICATOR TITLE</b>	<b>PERCENTAGE OF COOPERATION PROJECTS WITH OTHER COUNTRIES FUNDED</b>
<b>DEFINITION</b>	The indicator refers to projects that are delivered in partnership with other countries with the aim of promoting cooperation among the countries
<b>SOURCE OF DATA</b>	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
<b>METHOD OF CALCULATION / ASSESSMENT</b>	<u>Number of projects for cooperation with other countries funded X 100</u> Number of projects requested funding for cooperation with other countries
<b>ASSUMPTIONS</b>	100% of projects for cooperation with other countries will be funded
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	African continent
<b>REPORTING CYCLE</b>	Five years
<b>DESIRED PERFORMANCE</b>	100%
<b>INDICATOR RESPONSIBILITY</b>	ARF Head of Operations

## APP TARGET

### 12.1 PROGRAMME: PROMOTION OF DEMOCRACY AND GOOD GOVERNANCE

PURPOSE: THE PROGRAMME EXISTS TO PROMOTE DEMOCRACY AND GOOD GOVERNANCE

INDICATOR TITLE	PERCENTAGE OF SADC ELECTION OBSERVERS FOR DIRCO FUNDED
DEFINITION	The indicator refers to funding of officials or nominated people to participate in SADC election observer missions
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of SADC election observers for DIRCO funded}}{\text{Number of SADC elections held}} \times 100$
MEANS OF VERIFICATION	Report for funded SADC election observer missions
ASSUMPTIONS	100% of SADC election observers for DIRCO will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF PROJECTS FOR TECHNICAL ASSISTANCE TO SUPPORT ELECTIONS FUNDED
DEFINITION	The indicator refers to assistance provided in the procurement of election-related goods and services to support elections
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of projects for technical assistance to support elections funded}}{\text{Number of projects for technical assistance to support elections requested funding}} \times 100$
MEANS OF VERIFICATION	Report on projects for technical assistance supported elections This could be in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly, by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat)
ASSUMPTIONS	No target set for the financial year
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Zero
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF PROJECTS FOR PROMOTING GOOD GOVERNANCE FUNDED
DEFINITION	The indicator refers to funding of projects by institutions like the IEC, and other institutions that are meant to promote good governance in the African continent
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of projects for promoting good governance funded} \times 100}{\text{Number of projects for promoting good governance requested funding}}$
MEANS OF VERIFICATION	Project report on promotion of good governance project This could be in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly, by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat)
ASSUMPTIONS	100% of institutions promoting good governance will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

## 12.2 PROGRAMME: PREVENTION AND RESOLUTION ON CONFLICT

PURPOSE: THE PROGRAMME EXISTS TO SUPPORT THE PREVENTION AND RESOLUTION OF CONFLICT

INDICATOR TITLE	PERCENTAGE OF PROJECTS FOR MEDIATION AND CONFLICT RESOLUTION FUNDED
DEFINITION	The indicator refers to South African's intervention in conflict through negotiations and conflict resolution
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	<u>Number of projects for mediation and conflict resolution funded X 100</u> Number of projects for mediation and conflict resolution requested funding
MEANS OF VERIFICATION	Project report on mediation and conflict resolution interventions This could be a in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly, by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat)
ASSUMPTIONS	No target set for the financial year
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Zero
INDICATOR RESPONSIBILITY	ARF Head of Operations

## 12.3 PROGRAMME: SOCIO-ECONOMIC DEVELOPMENT AND INTEGRATION

PURPOSE: THE PROGRAMME EXISTS TO SUPPORT SOCIO-ECONOMIC DEVELOPMENT AND INTEGRATION

INDICATOR TITLE	PERCENTAGE OF PROJECTS TO OPERATIONALISE THE AFCFTA FUNDED
DEFINITION	The indicator refers to South African's projects to support the implementation of the AfCFTA
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of AfCFTA funded projects}}{\text{Number of AfCFTA projects requested funding}} \times 100$
MEANS OF VERIFICATION	Project report on funded AfCFTA projects This could be a in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly, by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat).
ASSUMPTIONS	100% of projects to operationalise the AfCFTA will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF SOCIO-ECONOMIC DEVELOPMENT AND INTEGRATION PROJECTS FUNDED
DEFINITION	The indicator refers to the AfCTA projects that will accelerate progress towards continental unity and integration for sustained growth, trade, exchange of goods, services and free movement of people and fast-track economic integration
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	<u>Number of socio-economic development and integration projects funded X 100</u> Number of socio-economic development and integration projects requested funding
MEANS OF VERIFICATION	Project report on socio-economic development and integration projects This could be in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly, by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat)
ASSUMPTIONS	No target set for the financial year
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Zero
INDICATOR RESPONSIBILITY	ARF Head of Operations



## 12.4 PROGRAMME: PROVISION OF HUMANITARIAN ASSISTANCE

**PURPOSE: THE PROGRAMME EXISTS TO PROVIDE HUMANITARIAN ASSISTANCE TO COUNTRIES AFFECTED BY DISASTERS**

INDICATOR TITLE	PERCENTAGE OF HUMANITARIAN ASSISTANCE PROJECTS FUNDED
<b>DEFINITION</b>	The indicator refers to assistance or aid in material or logistical assistance, food, etc. provided for humanitarian purposes, typically in response to humanitarian relief efforts, including natural disasters and man-made disasters, with the main aim to save lives, alleviate suffering and maintain human dignity
<b>SOURCE OF DATA</b>	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
<b>METHOD OF CALCULATION / ASSESSMENT</b>	$\frac{\text{Number of humanitarian assistance projects funded}}{\text{Number of humanitarian assistance projects requested funding}} \times 100$
<b>MEANS OF VERIFICATION</b>	Project report on humanitarian assistance projects  This could be in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly, by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat)
<b>ASSUMPTIONS</b>	100% of humanitarian assistance projects will be funded
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	African continent
<b>CALCULATION TYPE</b>	Non-cumulative
<b>REPORTING CYCLE</b>	Quarterly
<b>DESIRED PERFORMANCE</b>	100%
<b>INDICATOR RESPONSIBILITY</b>	ARF Head of Operations

## 12.5 PROGRAMME: PROVISION OF HUMAN RESOURCE DEVELOPMENT

**PURPOSE: THE PROGRAMME EXISTS TO PROVIDE CAPACITY-BUILDING AND HUMAN RESOURCE DEVELOPMENT**

INDICATOR TITLE	PERCENTAGE OF TRAINING, DEVELOPMENT AND CAPACITY-BUILDING PROJECTS FUNDED
DEFINITION	The indicator refers to the development, training and strengthening of skills of individuals nominated to be trained through the ARF and DIRCO funding process from the African continent in order to improve the situation in their countries
SOURCE OF DATA	Agenda, minutes, attendance register for the ARF Advisory Committee meetings and concurrence letter
METHOD OF CALCULATION / ASSESSMENT	<u>Number of training, development and capacity-building projects</u> Number of training, development and capacity-building projects_requested funding
MEANS OF VERIFICATION	Project report on training projects funded This could be in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly, by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat)
ASSUMPTIONS	100% of training project will be funded
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

## 12.6 PROGRAMME: COOPERATION BETWEEN THE REPUBLIC AND OTHER COUNTRIES, IN PARTICULAR AFRICAN COUNTRIES

PURPOSE: THE PROGRAMME EXISTS TO ENHANCE COOPERATION BETWEEN THE REPUBLIC AND OTHER COUNTRIES, IN PARTICULAR AFRICAN COUNTRIES

INDICATOR TITLE	PERCENTAGE OF COOPERATION PROJECTS WITH OTHER COUNTRIES FUNDED
DEFINITION	
SOURCE OF DATA	Information from the project site or information obtained through various engagements
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of projects for cooperation with other countries funded} \times 100}{\text{Number of projects requested funding for cooperation with other countries}}$
MEANS OF VERIFICATION	Project reports on cooperation projects This could be in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly, by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat)
ASSUMPTIONS	No target set for the financial year
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Zero
INDICATOR RESPONSIBILITY	ARF Head of Operations

## 12.7 PROGRAMME: ADMINISTRATION AND PROJECT MANAGEMENT

**PURPOSE: THE PROGRAMME EXISTS TO EFFECTIVELY MANAGE RESOURCES THROUGH SOUND ADMINISTRATION AND GOOD GOVERNANCE**

INDICATOR TITLE	PERCENTAGE OF REQUESTS EVALUATED BY THE ARF ADVISORY COMMITTEE
DEFINITION	The indicator refers to requests (project proposals) assessed and evaluated by the ARF Advisory Committee in line with the ARF Act, 2000 for recommendation for funding to the DIRCO Minister who seeks concurrence from the Minister of Finance
SOURCE OF DATA	Request/project proposals are submitted to the ARF Secretariat through DIRCO branches to ensure that the project supports foreign policy. Projects are identified and approved by the DDG of a branch
METHOD OF CALCULATION / ASSESSMENT	<u>Number of requests evaluated by the ARF Advisory Committee X 100</u> Number of requests received A proposal/request is counted as and when it is submitted and presented for review (assessment and evaluated) by the ARF Advisory Committee, irrespective of the number of times a project proposal could be reviewed, assessed and evaluated by the advisory committee.
MEANS OF VERIFICATION	Requests/project proposals submitted requesting funding assistance
ASSUMPTIONS	100% of requests/project proposals submitted for funding will be evaluated by the ARF Advisory Committee
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF ARF PROJECTS MONITORED FOR COMPLIANCE WITH CONCURRENCE RECEIVED
DEFINITION	The indicator refers to the quarterly review of ARF projects to ensure that the project is paid within the approved budget on the concurrence letter to avoid spending beyond the approved budget
SOURCE OF DATA	Concurrence letter, payments listing, information is collected from the payments list and traced to the quarterly reconciliation where approved funds are compared with funds paid
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of ARF projects monitored for compliance}}{\text{Number of ARF projects}} \times 100$
MEANS OF VERIFICATION	Quarterly reconciliation, concurrence and payments listing
ASSUMPTIONS	100% of ARF projects will be monitored for compliance with concurrence received
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF PROJECT OVERSIGHT REPORTS FOR ARF PROJECTS
DEFINITION	The indicator refers to the oversight initiative of ARF projects, provided by either the project owners, project implementers or service providers, where all the outcomes of the oversight are documented
SOURCE OF DATA	Information from the project site or information obtained through various engagements
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of oversight reports for ARF projects} \times 100}{\text{Number of ARF projects}}$
MEANS OF VERIFICATION	Project oversight reports This could be in the form of a memo, a note verbale, trip report, minutes of meetings, submission or report compiled per project quarterly by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat)
ASSUMPTIONS	100% of project oversight reports for ARF projects
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF CLOSED ARF PROJECTS WITH CLOSE-OUT REPORTS
DEFINITION	The indicator refers to all active projects, which are completed
SOURCE OF DATA	Information from the project site or information obtained through various engagements
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of ARF projects close-out reports}}{\text{Number of ARF closed projects}} \times 100$
MEANS OF VERIFICATION	Project close-out reports This could be in the form of a trip report, report compiled by either the project owners or project implementers (service provider or partner, department or entity, mission or the ARF Secretariat). The close-out reports are prepared by the role-players and signed off by the ARF Secretariat to ensure that all the predetermined project deliverables were achieved
ASSUMPTIONS	100% of closed projects will have project close-out reports
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations

INDICATOR TITLE	PERCENTAGE OF QUARTERLY PROJECT PROGRESS REPORTS
DEFINITION	The indicator refers to the progress made on the ARF projects, which reflects the status reports of the projects on a quarterly basis. The project status shows the recommendation of the project by the Advisory Committee, when concurrence was obtained, progress made on the project, as well as expenditure
SOURCE OF DATA	Information from the project site or information obtained through various engagements
METHOD OF CALCULATION / ASSESSMENT	$\frac{\text{Number of quarterly project progress reports}}{\text{Number of ARF of quarterly project progress reports}} \times 100$
MEANS OF VERIFICATION	Quarterly project progress reports Project progress reports prepared by the project manager based on the information collected from the project site visit, Project Steering Committee meetings, or any other meeting relating to the project
ASSUMPTIONS	100% of quarterly project progress reports
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	African continent
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	100%
INDICATOR RESPONSIBILITY	ARF Head of Operations









