



DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION  
ANNUAL PERFORMANCE PLAN **2021 – 2022**

Department of International Relations and Cooperation (DIRCO)

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Department:  
International Relations and Cooperation  
REPUBLIC OF SOUTH AFRICA





DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION  
ANNUAL PERFORMANCE PLAN **2021 – 2022**



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

## A. EXECUTIVE AUTHORITY STATEMENT

It gives me great pleasure to present the Annual Performance Plan (APP) of the Department of International Relations and Co-operation (DIRCO) for the year 2021/22.

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

Unfortunately, as we enter this new financial year, the challenges posed by the COVID-19 global pandemic persist. Thousands of South Africans have died from the virus and our economy, as is the case with the global economy, has been put under severe strain. The science-driven measures to suppress the spread of the virus across the globe and here in South Africa, has impacted negatively on local livelihoods, increasing joblessness and vulnerabilities. New and existing social protection measures were implemented to shield those most affected from job losses and reduction in incomes.

Many DIRCO staff members have sadly also passed away from COVID-19-related complications. We extend our condolences to their families as we do to all South Africans who have lost loved ones during this period.

The measures implemented to slow the spread of COVID-19 have impacted on the work of the department. A new normal has been introduced, necessitated by remote work in the diplomatic arena. This has increased efficiencies in some areas of our engagements that are not dependent on negotiations in multilateral fora. Work that was dependent on negotiations was more difficult as often this requires person-to-person contact. Moreover, the global digital divide often resulted in some delegations across the world not being able to participate effectively in key online platforms. Nonetheless, we will harness the lessons of remote work and digital diplomacy to develop a hybrid approach to our international work so that we become more efficient and effective.

The challenges in the international environment include increasing trends towards unilateralism, protectionism, narrow nationalism, right-wing populism and rising tensions between the United States and China.

DIRCO is required to engage strategically in this environment, using its strong bilateral footprint and a respected multilateral presence to advance South Africa's interests

and values and also play a leading role in promoting the interests and issues that are important for Africa and the Global South.

This APP is responsive to the opportunities and challenges as outlined in the 2019 – 2024 Medium Term Strategic Framework (MTSF). The MTSF itself reflects the differing mandating environments that inform DIRCO’s work. These include our national context, the Constitution and the National Development Plan, the African Union’s (AU) Agenda 2063 and the United Nations (UN) Sustainable Development 2030 Agenda.

DIRCO has a dynamic role to play in the improvement of the lives of South Africans by utilising its bilateral relations and global footprint effectively and profitably. This includes identifying strategic opportunities for skills and knowledge development, targeted investments and growing markets for South Africa’s products and services, in an integrated and inclusive manner.

This year’s State of the Nation Address (SONA) has also provided guidelines to the priorities we pursue in support of the key national goals of foreign direct investment, job creation as well as advancing the notion of global response to the challenge of COVID-19. The Coronavirus response requires ensuring equal access to vaccines for South Africa and the African continent. SONA has clearly highlighted the adversarial effects that the outbreak of this pandemic has had on our national priorities as articulated at the beginning of the year 2020. Part of DIRCO’s principal responsibility it to help rebuild our national economy.

South Africa has handed over the Chairship of the AU after a hectic year that saw President Cyril Ramaphosa dedicating much of his time ensuring that African countries, through the AU, are able to respond to the pandemic. This included establishing key platforms to access vaccines and other medicines required for an effective regional response. South Africa, through President Ramaphosa, worked with the UN Secretary-General to call for debt relief for African and other developing countries to allow all our economies to recover quicker.

During this period, the African Continental Free Trade Area (AfCFTA) came into force at the 13th Extraordinary Session of the Assembly of AU Heads of State and Government, held virtually on 5 December 2020.

DIRCO’s focus necessarily expands to embrace this unprecedented economic development for our continent, ensuring that not only does our country benefit from

the AfCFTA, but also, that we do our best as a nation to contribute to the success of this bold step forward for Africa. To this extent, the implementation of the Africa Agenda takes on added importance.

While DIRCO is already engaged in meaningful continental and efforts further afield to combat and mitigate this outbreak, we are also setting our sights on leveraging the election of a new American Administration to reaffirm the multilateral gains lost over the last few years. This may provide the much-needed strategic turn-around in favour of multilateralism.

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

The execution of our foreign policy is predicated on the achievement and pursuit of our national priorities, in a manner that contributes positively to the well-being of people through promoting justice, peace and sustainable development in the region, the continent and the world.

The department, guided by the seven strategic priorities of the President, will work collaboratively with all government departments to become more focussed in the execution of South Africa’s foreign policy. 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.

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



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

## B. ACCOUNTING OFFICER STATEMENT

### **The Department of International Relations and Cooperation's (DIRCO) overview and vision**

South Africa's foreign policy is guided by the Constitution and its founding principles. Foreign policy is an important tool that contributes to the realisation of the National Development Plan (NDP): Vision 2030 through the Medium Term Strategic Framework (MTSF). On the basis of our identity as an African country, South Africa's foreign policy is driven by a clear and critical understanding of our national, regional and continental priorities in a multipolar world where the geostrategic 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, directly or indirectly, to the achievement thereof.

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 objectives are guided by the overall vision set for DIRCO in the NDP, namely:

*"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."*

Following the strategic planning session, held during November 2020, the following value proposition was agreed upon, which serves as the guiding principle in the execution of our foreign policy:

**"Reposition South Africa as a respected global leader and as a key contributor to the achievement of our domestic priorities."**

This value proposition aligns with what was identified as our impact statement during the strategic planning session of 2019, namely:

**“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.”**

#### Reflection on 2020/21

The emergence of the Novel Coronavirus in 2019 proved to be one of the most significant events in world history, which is having a devastating impact on the global economy, with a particularly strong impact on the poor and the most vulnerable countries on the African continent.

The disruptive effects of the COVID-19 pandemic, the destabilisation of post-war multilateralism, increasing nationalism, the economic rise of China and other global trends required DIRCO to critically reflect on its successes and failures, both internally and externally, to inform the 2021/22 planning priorities in the context of the 2020/25 strategic priorities the department had identified for itself in October 2019.

As a result of the COVID-19 pandemic, the department had to explore innovative ways to conduct traditional diplomacy, due to the cessation of international travel for most of 2020.

Looking ahead, we will continue to build on the legacy of the past year. For example, South Africa completed its third two-year term as a non-permanent member of the United Nations Security Council (UNSC) in December 2020. During our term, we promoted a multilateral approach to addressing issues related to international peace and security, in order to ensure global sustainable peace.

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

We emphasised the importance of a proactive approach to the maintenance of international peace and security, particularly in the form of drawing greater attention to preventative diplomacy mechanisms, as well as post-conflict reconstruction and

development. South Africa maintained close coordination with the two other African countries serving on the UNSC, in order to ensure that African Union (AU) positions were advanced at the UN, thereby strengthening AU-UN cooperation.

Also, South Africa served as the Chair of the AU for 2020, with the COVID-19 pandemic requiring a realignment of the priorities we had set for ourselves. Our term on the UNSC ended on a high note in December 2020, with South Africa presiding over the council for that month. December 2020 therefore saw the convergence of South Africa simultaneously holding key leadership positions in both the AU and the UN.

December 2020 was also the final month of the AU’s ambition to silence the guns on the continent by 2020. In this context, South Africa hosted an Extraordinary Summit of the AU Assembly on Silencing the Guns in December 2020, during which a decision was taken to extend the Silencing the Guns initiative by 10 years.

#### Priorities for 2021/22

##### Building a better South Africa

As South Africa’s foreign policy implementation is guided and shaped by its national interest, South Africa will continue to utilise high-level multilateral and bilateral meetings to advance our wide-ranging objectives.

The department, with a strengthened focus on economic diplomacy, and in order to contribute to the Economic Reconstruction and Recovery Plan, presented by President Cyril Ramaphosa to the Joint Sitting of Parliament on 15 October 2020, will continue to focus on the following objectives, in line with the MTSF 2019 – 2024, to:

- increase foreign direct investment into South Africa and Africa
- improve South African access to foreign markets
- contribute to increased tourism arrivals to South Africa
- improve investor confidence.

##### Building a better Africa

Africa remains central to South Africa’s foreign policy and at the core of this focus is South Africa’s Pan-Africanist vision of unity, solidarity and a common African destiny.

Against this background, it is, therefore, important that there should be continuity in the focus areas identified for 2020 – 2025, namely:

- a united and politically cohesive continent that works towards shared prosperity and sustainable development
- enhanced regional integration with increased and balanced trade within the Southern African Development Community and on the continent, by supporting the creation of the African Continental Free Trade Area
- promoting greater peace, security and stability on the continent
- using South Africa's membership and engagements in various international fora to advance the African Agenda.

### Building a better World

Being committed to multilateralism as one of the principles underpinning South Africa's foreign policy, we continue to advocate for the reform of global governance institutions, as well to promote participation in selected multilateral fora outside the UN system as a force multiplier for the overall strengthening of multilateralism.

Aligned to the above-mentioned, during 2021/22, there should be a continuation of the focus areas identified for 2020 – 2025, namely:

- active participation in institutions of global governance
- Peace, Security and Development Agenda
- South-South cooperation
- cooperation with countries of the North.

### Building a better DIRCO

In striving for the excellent execution of South Africa's foreign policy, operating in a complex global environment, the department has to adhere to government-wide regulations in a manner that complements and adds value to DIRCO's primary mandate, namely to utilise the department and its expertise to achieve South Africa's strategic foreign policy objectives.

To this end, the department will continue to focus on key areas identified for 2020 – 2025, namely:

- develop a capable and ethical workforce
- rebuild an organisational culture guided by a shared vision and new values
- review the organisational structure




- implement effective financial management through the application of good financial management systems, including management accounting, financial accounting, supply chain management, and risk and internal controls in line with the requirements of the Public Finance Management Act, 1999
- implement efficient and secure information and communications technology infrastructure and systems.

### Alignment of priorities for 2021/22 with the strategic objectives 2020 – 2025

Through continued attention to the focus areas for 2020 – 2025 and the priorities for 2021/22, the department will continue to deliver on DIRCO's strategic objectives, namely:

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













As the Acting Accounting Officer, I hereby undertake to ensure appropriate governance, systems and processes to implement the Annual Performance Plan.

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

## C. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

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

DEPUTY DIRECTOR-GENERAL	SIGNATURE	DEPUTY DIRECTOR-GENERAL	SIGNATURE
Ambassador NN Ntshinga Deputy Director-General Africa		Ambassador NN Ntshinga Acting 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	
Amb GM Tsengiwe Acting Deputy Director-General Corporate Management		Ambassador NN Losi Chief of State Protocol and Consular Services	
Amb NJ Mxakato-Diseko Deputy Director-General Diplomatic Training, Research and Development		Ambassador M Dlomo Deputy Director-General Americas and Europe	
NAME	SIGNATURE	NAME	SIGNATURE
Ms H Bhengu Acting Chief Financial Officer		Ambassador NN Losi Acting Director-General	
Ms MC Lobe Head Official responsible for Planning: Acting Chief Operations Officer		Approved by: Dr GNM Pandor Executive Authority	

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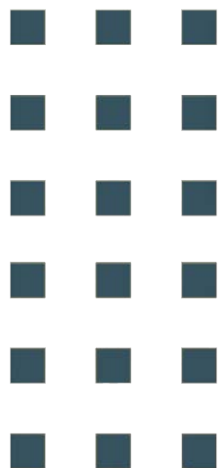
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# PART **A**: OUR MANDATE







## 1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATE

### 1.1 Constitutional mandate

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

### 1.2 Legislative mandates

- 1.2.1 The Foreign States Immunities Act, 1981 (Act 87 of 1981): This Act regulates the extent of the immunity of foreign states from the jurisdiction of the courts of the Republic and provides for matters connected therewith.
- 1.2.2 The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001): The Act provides for the immunities and privileges of diplomatic missions and consular posts and their members, of heads of states, special envoys and certain representatives of the United Nations and its specialised agencies, and other international organisations and of certain other persons. Provision is also made for immunities and privileges pertaining to international conferences and meetings. It enacts into law certain conventions and provides for matters connected therewith.
- 1.2.3 The African Renaissance and International Cooperation Fund Act, 2001 (Act 51 of 2001): The Act establishes an African Renaissance and International Cooperation Fund (ARF) to enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, socio-economic development and integration, humanitarian assistance and human resource development.
- 1.2.4 International agreements (multilateral and bilateral): These include international agreements concluded by the Republic of South Africa in terms of sections 231(2) and 231(3) of the Constitution of the Republic of South Africa, 1996.
- 1.2.5 President Cyril Ramaphosa signed into law the Foreign Service Act (FSA), Act 26 of 2019, which was gazetted on 4 June 2020. The Act provides for the administration, accountability and functioning of a professional foreign service of the Republic of South Africa that will be managed by the Department of International Relations and Cooperation (DIRCO). The legislation governs the operational requirements that are suitable and supportive of the operations of the Foreign Service in a global environment. The Foreign Service is tasked with promoting and advancing South Africa's international relations and cooperation by representing the Republic in an effective, coherent and comprehensive manner abroad. The regulations are currently being drafted to guide the implementation of the FSA, 2019.

### 1.3 Policy mandates

- 1.3.1 The Measures & Guidelines for Enhanced Coordination of South Africa's International Engagements and its annexures, approved by Cabinet in 2009, establish more effective measures and mechanisms to coordinate the conduct of international relations and the implementation of South Africa's foreign policy.
- 1.3.2 The National Information Security Policy, approved by Cabinet in 1996, provides the minimum standards for security.
- 1.3.3 The White Paper on Foreign Policy, approved by Cabinet in 2011, assesses South Africa's foreign policy against the rising expectations of the critical role of foreign policy to meet domestic priorities.
- 1.3.4 Foreign Service Dispensation (FSD) is implemented in terms of the provisions of Section 3(3) (c) of the Public Service Act, 1994 (Act 103 of 1994), as amended, and is applicable to designated employees who serve in a foreign country at a South African mission abroad and fall within the scope of the Public Service Coordinating Bargaining Council (PSCBC). The FSD consists mainly of two measures, namely remunerative measures (South Africa) and compensatory measures and other foreign-service benefits at the missions.



## 2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

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

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



## 3. UPDATES TO RELEVANT COURT RULINGS

In matters of the Supreme Court:

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

The Supreme Court of Appeal decided that South African citizens have no right to diplomatic protection, but that citizens have 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, 1994, 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 the Tribunal, which removed individual access and human rights jurisdiction, were unconstitutional. The impact of the judgment is that the President is required to act rationally and lawfully in making decisions in respect of the conclusion and withdrawal from international agreements.

### **DA v Minister of DIRCO (Grace Mugabe case)**

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

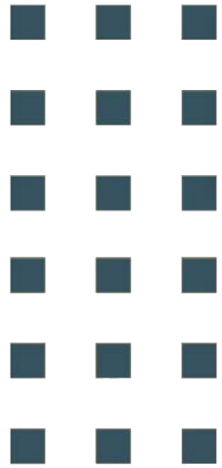
### **NEHAWU obo Lebethe v Minister of International Relations and Cooperation**

The Labour Court ruled that the payment of foreign service allowances 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 the transferred official is not be 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 (International Criminal Court 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







## 4. UPDATED SITUATIONAL ANALYSIS

### 4.1 External environment analysis

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

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

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

During 2020/21, South Africa, like most of the world, was affected by the COVID-19 pandemic, which resulted in lengthy lockdowns. As a result, DIRCO, and especially its missions, were unable to deliver on predetermined objectives, necessitating a new virtual way of conducting business and diplomacy.

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

During 2021/22, DIRCO will continue to contribute to regional and continental integration and the development and diversification of South Africa's internal markets through accessing foreign direct investment (FDI), expanding trade relations and improving tourism to South Africa. In this regard, DIRCO will continue to advance South Africa's economic cooperation with its immediate region and the African continent by contributing to the consolidation of trade and economic relations through ratification of the Common Market for Eastern and Southern Africa (COMESA)-Southern African Development Community (SADC)-East African Community (EAC) Tripartite FTA (TFTA) and the implementation of the African Continental Free Trade Agreement (AfCFTA). The 13th Extraordinary Session of the Assembly of AU Heads of State and Government, which was held virtually on 5 December 2020, decided that the continent would commence preferential trading under the AfCFTA on 1 January 2021. The commencement of trading under the AfCFTA is expected to boost intra-Africa trade, which currently stands at approximately 16% with Africa's share of world trade estimated to be at only 3%. In addition, the AfCFTA presents Africa with an opportunity to expand its export base and to be less reliant on the export of primary commodities, which are volatile and highly dependent on the growth trends in global markets.

Currently, South Africa's primary export destination in Africa is the southern and eastern regions. The AfCFTA presents South Africa with an opportunity for expansion to new markets in West and North Africa, and provides South Africa with alternative markets for the export of value-added goods, as well as services.

According to statistics provided by the South African Revenue Service and the Department of Trade, Industry and Competition, South Africa's total bilateral trade with Africa in 1994 stood at R114 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 SADC region.

## Economic prospects for 2021

The COVID-19 pandemic has resulted in diminished global growth. It is not clear when the global economic situation will start to improve, but it can be expected that this will not be soon, as many countries are still trying to contain the pandemic in the absence of a vaccine, thereby necessitating the diversion of funds from the economic to the medical sector, in order to provide the required equipment and facilities. It is hoped that global growth, trade and investment will stabilise during 2021. It is clear that COVID-19 has had a severe economic impact worldwide. Prior to COVID-19, South Africa's economic growth was already under pressure due to ailing state-owned enterprises (SOEs) and public debt. This situation has been exacerbated by the pandemic.

## Global environment and trends

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

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

The issue of the equal distribution of a soon-to-be "approved for distribution" COVID-19 vaccine, especially to countries of the South, is a source of concern. Due to the growing trajectory of the Coronavirus, countries who cannot afford to participate in the global value chain for the acquisition of vaccines will likely refocus their resources on domestic medical and non-medical solutions to reduce infections of the growing COVID-19 pandemic and withdraw from global initiatives. This will therefore lead to reprioritisation of national resources, leading to demand for aid and budget support.

There has also been an increasing trend towards unilateralism, protectionism, nationalism, populism, rising tensions between the United States of America (USA) and China and an inward-looking focus on countries' domestic priorities. According to the Stratfor Global Intelligence 2021 Annual Forecast, the geopolitical environment in 2021 will be shaped by two global developments: the trajectory of the COVID-19 pandemic and the efforts by US President Joe Biden's administration to restore collaborative relationships across the globe.

Multiple COVID-19 vaccines have reached or are near-final stages of approval. And while vaccine roll-outs will begin in the first quarter of 2021, their widespread administration in Western countries will likely take most of the year, if not longer. The roll-out in emerging markets and developing countries, however, will last deep into 2022 – dashing hopes for a full global economic recovery in 2021, while exacerbating underlying structural issues related to debt sustainability, economic inequality and poverty. As a result of changes in the US administration there will be a shift from the previous unilateral and transactional approach to international relations.

Global gross domestic product (GDP) growth in 2021 is projected at 4% – 5%, with China contributing roughly one-third of that growth. Recovery elsewhere is expected to be uneven, with much of the world not reaching pre-pandemic GDP levels until 2022, including probably the USA and Europe.

COVID-19 and the energy transition will continue to foment internal incoherence among the world's oil producers, limiting the ability of the Organisation of the Petroleum Exporting Countries (OPEC) and its allies (also known as OPEC+) to manage global oil production and reduce inventories.

Economic activity will improve across Europe in 2021, but differences in performance between the North and the South will play out against long-standing economic fault lines. Northern European countries will probably recover most of the COVID-19-related losses of 2020 in terms of GDP, employment, production, consumption and investment, while in the South most of these indicators will remain below pre-pandemic levels.

The United Kingdom will focus its post-Brexit foreign policy on negotiating free trade agreements around the world, but progress will be uneven.

In addition, the following developments/trends for 2021/22 should be noted:

- The rekindling of relations between African countries with Israel, supported by the USA, will change the continental geo-politics and the pursuit of an African inspiration as espoused in Agenda 2063.
- Countries such as Turkey, the United Arab Emirates and Saudi Arabia are making inroads in Africa and forging strategic partners with some African countries to gain influence on the continent.
- Morocco is continuing to gain support for its autonomy initiative on Western Sahara despite numerous United Nations Security Council (UNSC) resolutions calling for a referendum on the status of Western Sahara. This is a reflection of declining international interest in the Saharawi people's right to self-determination, including in the African Union (AU) and Non-Aligned Movement (NAM). Despite the declining interest, South Africa is still determined to support Western Sahara in its quest for self-determination.
- Increasing presence of foreign military bases on the African soil, especially on the East African shoreline and the Horn of Africa, with countries such as Sudan, Somalia, Djibouti and Eritrea being regarded as ideal locations for such bases due to their strategic military locations next to major shipping lanes.
- Businesses and governments worldwide will be increasingly confronted with the impact of the following:
  - o Climate change.
  - o Equal access to the COVID-19 vaccine.
  - o Impact of Brexit.
  - o Terrorist groups in the Sahel, Nigeria, Somalia and the insurgents in Mozambique, are spreading their operations beyond their traditional operational bases.
  - o Hotspots on the continent include Ethiopia (Tigray region), the ongoing political and conflict situations in the Great Lakes region (Democratic Republic of Congo); the Horn of Africa, the Sahel (Mali and Libya), the Lake Chad Basin, Sudan and South Sudan, Ethiopia and Eritrea, Morocco and the Sahrawi Arab Democratic Republic. These threaten the long-term visions of a peaceful, democratic, prosperous and integrated continent.

### 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, the Internet of Things, Machine Learning 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 disrupter of traditional power dynamics, through such aspects as the manipulation of personal data and biometric technology. Political and economic systems, via social media platforms, can also be subjected to gross manipulation through software, typically Internet bots such as social bots, votebots and clickbots and through "fake news" and increasingly also "deep fakes". Software (malware) can also be specifically designed to disrupt, damage or gain unauthorised access to a computer system in the private and public sectors and can be used for nefarious purposes such as cyber-attacks and espionage and the application of lethal autonomous weapons systems, among others. Although the threats posed by new technology seemingly derive from their application, in the long term there is the potential that AI may replace a significant portion of the human labour force. This is a threat if the labour force is not 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 AU, continentally, aiming to provide and maintain a rules-based international system.

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

## Multilateralism

Multilateralism remains a focal point of South Africa's foreign policy. South Africa's multilateral engagements are premised on the need to advance its national interest and safeguard its national positions, as well as advance the development priorities of developing countries and promote an equitable rules-based multilateral system, as identified in Priority Seven of the MTSF. In order to influence multilateral processes to reflect and advance these priorities, South Africa must be represented in multilateral fora to engage, influence, negotiate and articulate its positions with the aim to have these positions reflected in the outcomes of multilateral meetings and processes. In this regard, South Africa will utilise its status as incoming Chairperson of the SADC Organ Troika in 2021 and subsequent role as Chair in 2022 to promote the agenda of a peaceful SADC region.

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

Due to the COVID-19 pandemic, virtually no face-to-face meetings have taken place. When the pandemic subsides, there will be an enormous backlog of face-to-face multilateral meetings to resume, suspended negotiations, on an expedited basis, at a time when South Africa's fiscus is severely constrained, rendering it impossible to send officials to all the engagements and processes where our country is traditionally expected to play a role. Creative solutions and heightened interdepartmental coordination are required, to deliver on our foreign policy objectives and avoid surrendering the positions and influence we have built up over decades. This, at a time when the new Foreign Service Act, 2019 comes into force, bring new responsibilities for DIRCO into focus.

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

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

## Institutional reform

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

## Promotion of cooperation between the United Nations and the African Union

On 1 January 2019, South Africa joined the UNSC for a third term, as an elected member for the period 2019 to 2020. Membership of the UNSC placed South Africa at the epicentre of international decision-making on peace and security matters and enabled South Africa to promote its views and values regarding, among others, the importance of women in peace and security; championing the cause of children in armed conflict situations; the rule of law at national and international levels; post-conflict reconstruction and development; and the peaceful resolution of conflict while fighting impunity. During its term on the UNSC, South Africa brought attention to issues such as preventative diplomacy and the nexus between peace and development. South Africa's tenure on the UNSC also presented 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.

In February 2020, South Africa assumed the Chair of the AU Assembly of Heads of State and Government. Its tenure as Chair ended in February 2021. During its tenure, amid the COVID-19 pandemic, South Africa took concrete action towards the effective implementation of the theme of the year, namely "Silencing the Guns", which allowed simultaneous leverage at continental and international levels, particularly with regard to conflict resolution and the stabilisation of post-conflict situations on the African continent. During the 14th Extraordinary Session of the AU Assembly (Virtual) on Silencing the Guns in Africa on 6 December 2020, the Johannesburg Declaration on "Silencing the Guns: Creating Conducive Conditions for Africa's Development", extending the

AU Master Roadmap of Practical Steps for Silencing the Guns in Africa for a period of 10 years (2021 – 2030), with periodic reviews every two years, as well as extending the commemoration and conduct of the Africa Month during September of each year for a period of 10 years (2021 –2030), was adopted.

South Africa will therefore be expected to comply with these outcomes going forward and as part of her commitment to the management and resolution of conflict on the continent, first as a member state and also as a member of the Troika.

To promote peace, security and stability on the continent, South Africa used its simultaneous presence in the UNSC and its position as Chair of the AU's Assembly of Heads of State and Government to strengthen cooperation between the UN and the AU. This demanded from South Africa, as an African state that embraces democratic and principled values, which are grounded in its Constitution, to 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 bi-annual meetings between the UNSC and the AU Peace and Security Council (PSC). In this regard, in South Africa's capacity as President of the UNSC for the month of December 2020, President Ramaphosa presided over the UNSC high-level debate on the cooperation between the UN and regional and subregional organisations on 4 December 2020. South Africa also prioritised the implementation of the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security, which emphasises the prevention and mediation of conflict and sustaining peace, responding to conflict, addressing root causes and the continuous review and enhancement of the partnership.

### **Disarmament**

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

### **Terrorism**

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

### **Climate change**

Human-influenced climate change is occurring at a very high rate. Despite the international community's ongoing fight against climate change, which kicked off during June 1992 in Rio de Janeiro, Brazil, at the second Earth Summit, global warming is continuing to escalate. South Africa assumed the Chairship of the Committee of African Heads of State and Government on Climate Change 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 a response to the challenge.

### **South-South and North-South cooperation**

DIRCO will continue to contribute to the facilitation of economic growth and development through regional and continental integration and will, therefore, continue to build relationships with

partners in the North and South, despite the huge gap between major and middle powers on the one hand and developing countries on the other hand.

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

The BRICS alliance is being challenged by significant shifts to the right in India and Brazil with allegiances closer now to the USA. Tensions have also increased between China and India. Brazil still formally supports multilateralism in BRICS outcome documents, but leans to nationalism, unilateralism and protectionism.

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

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

## **Relations with regions of the world**

In line with the focus on economic growth and sustainable socio-economic development, DIRCO negotiates and navigates international trends beyond its immediate region and the continent. Over the last decade, the importance of building trade and investment relations with new poles of economic growth in the world, has become ever more compelling. This inexorable change in the economic geography of the world economy requires a more purposeful effort to diversify South Africa's trade and investment relations to benefit from the rapid and dynamic economic growth in the Global South. DIRCO's international network of missions is a strategic asset that is being leveraged to realise maximum return on the investment it represents for the people of South Africa. However, the full impact of COVID-19 on these relations should yet be determined.

Constrained FDI and investment flows, protectionism and the impact of US sanctions on (secondary) Iran and Huawei, have impacted on the South African domestic economy, for example the telecommunication sector. South Africa should avoid taking sides on the growing tensions between China and the USA, to avoid compromising trade and investment with either country.

## **The African continent**

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

Despite remaining pockets of instability and insecurity mainly due to intra-state conflict on the continent, improved political stability positively impacted on democracy and good governance, contributing to increasing sustainable economic development. South Africa should continue to advocate for the strengthening of the key pillars of the African Peace and Security Architecture (APSA), which is regarded as pivotal to Africa's endeavours to take collective responsibility and ownership of the continent's peace, security and development agenda.

According to updated forecasts from the African Development Bank (AfDB), published in its African Economic Outlook supplement, on 7 July 2020, Africa's economic growth could rebound in 2021, provided that governments manage the COVID-19 infection rate well. In a comprehensive socio-economic assessment of the pandemic's impact, the AfDB said growth was now projected to rebound to 3% in 2021 from -3.4% in the worst-case scenario for 2020.

The predictions are contained in a supplement to the bank's African Economic Outlook, which was released on 30 January 2021. At the time, Africa's growth was forecast at 3.9% in 2020 and 4.1% in 2021. The supplement cautioned that the growth outlook for 2021 and beyond would depend largely on African governments' effectiveness in flattening the curve of the outbreak and policies to reopen economies.

The supplement noted that the curve of the pandemic in Africa was flattening gradually. However, COVID-19 remains a serious threat to lives and livelihoods, given weak healthcare systems and limited social protection. The continent also remains vulnerable to other regional threats such as the locust swarms that have struck East Africa, as well as to extreme climate events. Under projected scenarios for contraction of growth, Africa could lose between US\$145.5 billion and US\$189.7 billion of GDP in 2020, according to the publication.

Hanan Morsy, Director of the Macroeconomic Policy, Forecasting and Research Department at the AfDB, said: "The African Economic Outlook 2020 supplement shows that for the first time in the last half-century, Africa would be facing an economic recession as a fallout of the COVID-19 pandemic. This would affect the gains achieved in poverty reduction as an estimated 49 million Africans could be pushed into poverty, with about 30 million jobs at the verge of disappearing. Policymakers need to act fast to alleviate the impact of the crisis on vulnerable groups through well targeted social safety net measures."

According to Morsy, the supplement projected that the number of people in extreme poverty in Africa (using the US\$1.90 international poverty line) could reach 453.4 million in 2020 as a result of the pandemic, compared to 425.2 million under the no-outbreak scenario.

Africa is the world's youngest continent with around 60% of the population currently under the age of 25. Within the next two generations, it is expected that this youthful population will increase more than 180%, compared to that of Europe and Asia, which will shrink by more than 21% and by almost 28% respectively. 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, double the expected total population of Europe, and will represent almost half of the world's youth (Mo Ibrahim Foundation). According to a recent report by the OECD, "Africa's Urbanization Dynamics 2020: Africapolis, Mapping a New Urban Geography", Africa is one of the least urbanized places in the world and its urbanisation rate will continue to grow among the fastest of the world regions in the coming years. In 1950, Africa's urban population was 27 million people, a minute fraction of today's urban population of roughly 567 million people. Notably, the OECD report argues that since 1990, Africa's rapid growth in urbanisation has been driven primarily by high population growth and the reclassification of rural settlements. It also predicts that Africa's population will double between now and 2050, and two-thirds of this population increase will be absorbed by urban areas. 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 will 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 WEF (Africa), South Africa and the continent should, among others, focus on greater cooperation and human capital development. Greater African economic integration is of paramount importance to promote peace and stability while addressing trade obstacles, climate change, corruption, cyber- security and the opportunities and challenges of the 4IR. This sentiment is echoed by the AfDB that points out that a borderless Africa would lay the foundation for a viable continental market to accelerate growth and allow Africa to be more competitive in global trade and value chains. It would also allow industries to develop across borders, creating economies of scale for investors as they look at wider integrated markets.

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

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

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

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

South Africa is also a power broker for several conflicts in the subregion and on the continent and continues to participate as a troop-contributing country to AU- and UN-authorized peacekeeping missions, also being the largest contributor to AU budget and top African contributor to the UN budget. South Africa must continue to promote peace and stability on the continent through preventative diplomacy, peace-making, peace-building and peacekeeping efforts.

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

## **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. According to "Trading Economics.com", the Euro Area economy shrank 14.7% year-on-year in the three months to June of 2020, slightly less than initial estimates of a 15% fall. Still, it is the biggest contraction on record, pushing the economy to a recession, as the Coronavirus restrictions hurt most sectors. Household consumption went down 15.9%, investment plunged 21.1% and government spending decreased 2.5%. Also, exports sank 21.5% and imports dropped 20.7%.

In an interview with the French daily, "Le Monde", published on 19 October 2020, the President of the European Central Bank (ECB), Christine Lagarde, indicated that the second wave of the COVID-19 pandemic in Europe, and the resulting new restrictions, were adding to the uncertainty and weighing on the recovery. Since the rebound seen over the summer, the recovery has been uneven, uncertain and incomplete and now risks losing momentum.

Trade and investment, including support for the President's investment initiative, is the primary focus of diplomatic efforts in this region, with a particular focus on the sectors that can promote industrialisation and increased beneficiation, and those that can transform South Africa's economy. FDI from Europe is estimated at over R1 trillion with more than 2 000 companies operating in South Africa, employing South Africans, enhancing their skills and investing in the economy.

Europe has traditionally been the largest source of development cooperation with South Africa. These are focussed on addressing poverty; job creation and inequality; and include programmes in addressing energy challenges (particularly green and renewable energy); water resources; the ocean's economy; small, medium and micro enterprise development; agriculture; education; science and technology; and mineral beneficiation. The focus of DIRCO will continue with the consolidation of relations with these regional partners and to promote partnerships in support of South Africa's domestic priorities. However, there appear to be efforts underway by developed countries to backtrack on their commitments to support developing countries, including South Africa, in implementing the SDGs across a range of multilateral bodies, on the pretext of channeling resources to COVID-19.

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.

To manage its relations with the ACP, SADC developed a Common Position Paper, focussing on three pillars, namely trade and investment, development cooperation and political dialogue and advocacy.

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

The EU is the SADC EPA group's largest trading partner, with South Africa accounting for the largest part of EU imports to and EU exports from the region.

The SADC-EU EPA covers trade and investment issues and regional integration efforts. 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 more diversified and range from fruit to platinum and from manufactured goods to wine. The EU exports a wide range of goods to SADC EPA countries, including vehicles, machinery, electrical equipment, pharmaceuticals and processed food.

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

### **South Africa and the Americas**

The USA's economic position is still healthy according to the key economic indicators, despite the impact of COVID-19. 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 cooperative trade arrangement has been concluded, namely the Trade, Investment and Development Cooperation Agreement (TIDCA) that would build on the trade benefits offered under the Africa Growth and Opportunity Act (AGOA). In this context, DIRCO will seek to extend and deepen the benefits of AGOA and work to ensure that the engagement with the USA supports regional integration in southern Africa.

"Deglobalisation" in the USA and the Trump Administration's "America First" world view was being driven by the perception that globalisation is responsible for job losses, income reduction, increased welfare costs, as well as cultural incompatibility among immigrants in the country.

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

According to the IMF, economic activity in Latin America and the Caribbean remains sluggish. Real GDP is expected to grow by 2.3% in 2020. The weak momentum reflects is due to, among others, elevated domestic policy uncertainty in some large economies, heightened by the US-China trade tensions, and somewhat lower global growth, among others, due to COVID-19.

The SACU-Southern Common Market (Mercosur) Preferential Trade Agreement (PTA) entered into force in 2016. Opportunities for investment remain abundant and close cooperation with current governments within the region continue to be beneficial to South Africa. South African imports from Brazil amounted to US\$1.19 billion during 2019, according to the UN COMTRADE database on international trade (updated October 2020), while imports from South Africa in Brazil decreased to US\$38.83 million in September from US\$39.69 million in August 2020.

## Asia and the Middle East

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

South African diplomatic engagements in the region focus on gaining access to new markets for manufactured products and market access negotiations for South African agricultural products are being pursued with a number of countries. South African economic diplomacy efforts focus on market entry and positioning 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.

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

- South-East Asia is a dynamic and vibrant region characterised by high rates of economic growth and development. The region thus represents a major growing market for value-added South African exports, especially within the manufacturing and consumer goods sectors. Further areas of expansion are envisaged within the financial services, mining equipment and technology, agro-processing and defence procurement sectors. Many countries have invested in the South African economy and further FDI will be identified, as well as exploring training opportunities in those areas where South Africa experiences skills shortages. The Minister of International Relations and Cooperation, Dr Naledi Pandor, signed South Africa's instrument of accession to the Association of Southeast Asian Nations' (ASEAN) Treaty of Amity and Cooperation in November 2020, indicating South Africa's intentions to strengthen ties with South-East Asia in general, and with the ASEAN in particular.
- South Africa enjoys strong political, economic and technical relations with the countries in the East Asia and Oceania region. Bilateral relations with countries in the region are pursued in line with priorities highlighted in the NDP and 2019 SONA. South Africa's trade and investment relations with the region are strong and growing, but there is substantial room for expansion. Tourism from the region, in particular, has huge potential to contribute to South Africa's GDP. The region is home to some of South Africa's biggest investment partners and cooperation 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. South Africa remains committed to supporting the two-State solution and the people of Palestine.

## 4.2 Internal environment analysis

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

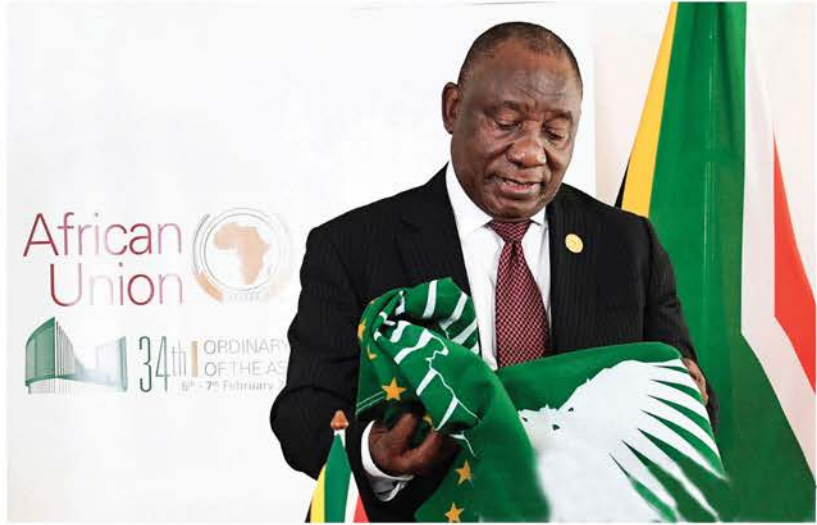
The department has fully functioning assurance units such as Risk Management and Internal Audit. These units are supported by the Risk Management Committee and Audit Committee, both chaired by independent (external) chairpersons. The department can report that both committees are contributing positively to the risk and audit management processes in the department. The department continues to deliver a world-class protocol service to the President, Deputy President, Minister and Deputy Ministers of International Relations and Cooperation, as well as other Cabinet ministers. It also provides an advisory service to all spheres of government on all matters related to protocol.

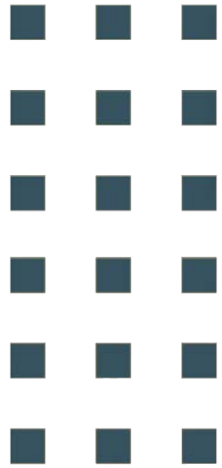
The Diplomatic Academy and International School is a certified training provider and offers Public Service Education and Training Authority-accredited training programmes. In addition, the Diplomatic Academy and International School subscribes to the International Standards Organisation (ISO 9001) for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

Despite the above, it should be noted that the Annual Performance Plan is to be delivered in an environment that is still characterised by fiscal constraints, recurring qualified audit outcomes and an information and communications technology infrastructure that is in urgent need of an upgrade. In the 2019/20 financial audit, the department was qualified on current receivables. Although the department has been qualified on the financial statements, it has received an unqualified audit opinion on predetermined objectives. Due to the nature of departmental operations, it has to contend with foreign currency fluctuations, resulting in foreign exchange losses, due to the depreciation of the Rand against other major foreign currencies, which negatively impacts on the department.

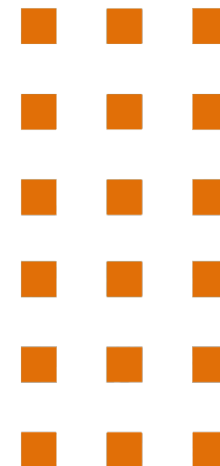
The department has been engaging in a process of organisational renewal as a tool to assist the organisation to achieve its identified strategic objectives for the next five years. This has required of the department to review and finalise its organisational structure to align the structure with its strategic plan and the priorities of the MTSF 2019 – 2024. It will require the department to implement effective financial management through the application of good financial management systems, including management accounting, financial accounting, supply chain management, and risk and internal controls, in line with the requirements of the Public Finance Management Act, 1999 (Act 1 of 1999). Strategic focus is also being given to ensure digital transformation of business capabilities to enable efficient delivery of the department's mandate in a smart and secure manner.

Due to the shortfall on the Compensation of Employees (CoE) budget, vacancies cannot be filled, which may impact negatively on service delivery and the achievement of the department's mandate. In order to mitigate the associated risks on the shortfall of the CoE, the department will focus on upskilling and reskilling its human resources. In addition, responding to the challenges posed by the constrained fiscal environment, the department is engaged in a process of reviewing its global footprint and seeking accreditation on a non-residential basis, in a bid to contain costs.





# PART **C**: MEASURING OUR PERFORMANCE







## 5. INSTITUTIONAL PERFORMANCE INFORMATION

### PROGRAMME 1: ADMINISTRATION

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

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

**The key focus of the programme:**

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

**Subprogrammes**

**Ministry**

Purpose: Provide political leadership

**Departmental Management**

Purpose: Provide strategic and administrative support to the department

**Audit Services**

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

**Financial Management**

Purpose: Provide financial management services

**Corporate Services**

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

**Diplomatic Training, Research and Development (DTRD)**

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

**Foreign Fixed Assets Management**

Purpose: Provide and manage the State's fixed assets foreign portfolio

**Office Accommodation**

Purpose: Manage the local property portfolio

## OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A modern, effective department, with capable and skilled employees, which is committed to the excellent execution of South Africa's foreign policy	Improved organisational functioning	Enhanced digital environment	New Indicator			Adopted Digital Strategy	Four progress reports on the implementation of the Digital Strategy	Monitor and review the Digital Strategy	Monitor and review the Digital Strategy
		Number of progress reports on the Audit Action Plan towards an unqualified audit opinion	New Indicator			Unqualified audit opinion	Four progress reports on the Audit Action Plan	Four progress reports on the Audit Action Plan	Four progress reports on the Audit Action Plan
	Position the Diplomatic Academy as a centre of excellence in foreign service training	Three identified aspects of a centre of excellence in foreign service training implemented	New Indicator			Maintain ISO-certified quality management system	Maintain ISO-certified quality management system	Maintain ISO-certified quality management system	Maintain ISO-certified quality management system
						Gap analysis and develop implementation plan on building institutional capacity to deliver the AU/ UN languages	Two progress reports on the delivery of AU/ UN languages	Two progress reports on the deliverer of AU/ UN languages	Two progress reports on the deliverer of AU/ UN languages

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
						Framework for building partnerships and networks developed	Two progress reports on the collaboration with partners to enrich training programmes of the Academy	Two progress reports on the collaboration with partners to enrich training programmes of the Academy	Two progress reports on the collaboration with partners to enrich training programmes of the Academy
	Mainstreaming of gender, youth and people with disabilities	Number of initiatives to mainstream gender, youth and people with disabilities	New Indicator			Six outreach initiatives to change behaviour in relation to gender	Six outreach initiatives to change behaviour in relation to gender	Six outreach initiatives to change behaviour in relation to gender	Six outreach initiatives to change behaviour in relation to gender
						Two mentoring and job shadowing outreach initiatives targeting youth	Two mentoring and job shadowing outreach initiatives targeting youth	Two mentoring and job shadowing outreach initiatives targeting youth	Two mentoring and job shadowing outreach initiatives targeting youth
						Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights with Disabilities	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights with Disabilities	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights with Disabilities	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights with Disabilities

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Legal advice and services provided in respect of international and domestic law	Percentage of legal advice and services rendered	100% (516) of legal advice and services rendered	100% (941) of legal advice and services rendered	100% (698) legal services, advice and assistance provided	100% legal services, advice and assistance provided	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered



## INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Enhanced digital environment	Four progress reports on the implementation of the Digital Strategy	Progress report on the implementation of the Digital Strategy	Progress report on the implementation of the Digital Strategy	Progress report on the implementation of the Digital Strategy	Progress report on the implementation of the Digital Strategy
Number of progress reports on the Audit Action Plan towards an unqualified audit opinion	Four progress reports on the Audit Action Plan	One progress report on the Audit Action Plan	One progress report on the Audit Action Plan	One progress report on the Audit Action Plan	One progress report on the Audit Action Plan
Three identified aspects of a centre of excellence in foreign service training implemented	Maintain ISO-certified quality management system		ISO certificate issued		
	Two progress reports on the delivery of AU/UN languages		One training report on the delivery of AU/UN languages		One training report on the delivery of AU/UN languages
	Two progress reports on the collaboration with partners to enrich training programmes of the Academy	Status report on the collaboration with partners to enrich training programmes of the Academy		Status report on the collaboration with partners to enrich training programmes of the Academy	
Number of initiatives to mainstream gender, youth and people with disabilities	Six outreach initiatives to change behaviour in relation to gender	One outreach initiative to change behaviour in relation to gender	Two outreach initiatives to change behaviour in relation to gender	Two outreach initiatives to change behaviour in relation to gender	One outreach initiative to change behaviour in relation to gender
	Two mentoring and job shadowing outreach initiatives targeting youth	One mentoring and job shadowing outreach targeting youth		One mentoring and job shadowing outreach initiative targeting youth	

Output indicators	Annual target	Q1	Q2	Q3	Q4
	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights with Disabilities		One strategic intervention to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights with Disabilities		One strategic intervention to strengthen the capacity of DIRCO to effectively and equitably implement the White Paper on the Rights with Disabilities
Percentage of legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

The Department of International Relations and Cooperation (DIRCO) is conscious of the constrained economic climate government and by extension the organisation is operating under, resulting in the undisputable need to do more with less. The current realities call for organisational renewal and digitisation to assist the organisation to achieve more and to deliver on its mandate and the five-year strategic objectives. This requires that the department be innovative in finding ways to do more with less. It also requires DIRCO to streamline its processes with a specific emphasis on improving its digital environment through its Digital Strategy. The department intends to improve organisational functioning, particularly through a process of digital transformation and automating some processes to improve effectiveness. The department recognises that ICT is the foundation of an effective department. Through a process of digital transformation, the department can utilise it as an avenue to positively respond to the fiscal constraint and innovate and improvise, and yet still be effective in what it does.

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

Due to the reducing budget for the compensation of employees, it has been difficult for the department to fill current vacant posts. This has led to a further process to review the structure of the department to find ways to optimise the current staff establishment to maximise delivery on its ever-increasing mandate.

The department will, through its Diplomatic Academy, provide and facilitate quality and responsive training that aims to develop and shape extraordinary diplomats to advance South Africa's interests in a dynamic world. Considering the current trends in diplomacy particularly digitisation of diplomacy has a direct bearing on the training the Diplomatic Academy offers. The Academy will increase its utilisation of partnerships to enrich training and in the light of the new normal also focus more on online training.

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

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

The Foreign Service Bill has been signed into an Act. The department is currently in a process to draft the required regulations, codes and directives to enable the implementation of the Foreign Service Act, 2019.

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

## PROGRAMME 1: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 1: Administration for the 2021 MTEF. The allocated budget for Administration amounts to 26.2% of the total departmental budget for the 2021/22 financial year. Over the MTEF, the budget allocation for this Programme will increase from R1.687 billion to R1.817 billion and the increase is mainly for capital infrastructure for the construction, refurbishment and renovations of State-owned properties abroad as well as the Information and Communication Technology (ICT) budget for the implementation of the ICT strategy.

Subprogrammes	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Ministry	6 004	6 883	6 223	7 106	6 599	6 598	6 609
Departmental Management	15 626	16 864	15 415	19 711	18 303	18 302	18 332
Audit Services	19 690	23 928	25 943	17 754	21 660	21 881	22 126
Financial Management	179 144	176 102	172 298	169 757	178 763	174 215	198 009
Corporate Services	610 136	676 267	622 048	768 965	783 506	746 566	739 650
Diplomatic Training, Research and Development	61 158	57 492	53 272	49 308	47 303	50 386	56 476
Foreign Fixed Assets Management	12 224	33 969	16 233	36 637	183 973	266 122	278 168
Office Accommodation	325 372	363 985	383 478	400 813	447 451	471 910	498 220
<b>Total</b>	<b>1 229 354</b>	<b>1 355 490</b>	<b>1 294 910</b>	<b>1 470 051</b>	<b>1 687 558</b>	<b>1 755 980</b>	<b>1 817 590</b>

Economic Classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Compensation of employees	438 666	469 437	496 550	481 167	451 953	452 172	484 863
Good and services	652 862	728 682	635 817	732 075	795 108	837 303	844 007
Interest on rent and land	82 411	94 947	105 016	116 618	122 367	128 485	134 909
Transfers and subsidies	1 574	2 002	2 057	1 739	1 763	1 827	1 834
Payments for capital assets	53841	47 398	55 470	138 452	316 367	336 193	351 977
Payments for financial assets		13 024	-	-	-	-	-
<b>Total</b>	<b>1 229 354</b>	<b>1 355 490</b>	<b>1 294 490</b>	<b>1 470 051</b>	<b>1 687 558</b>	<b>1 755 980</b>	<b>1 817 590</b>

Salary band	Number of posts on approved establishment on 31 January 2021	Number of posts filled on 31 January 2021	Number of posts additional to the establishment
Lower skilled (Levels 1 - 2)	3	1	21
Skilled (Levels 3 - 5 )	134	114	1
Highly skilled production (Levels 6 - 8 )	337	293	9
Highly skilled supervision (Level 9 - 12 )	342	270	10
Senior Management (Levels 13 - 16)	70	60	8
POBs	3	3	0
<b>Total</b>	<b>889</b>	<b>741</b>	<b>49</b>





## PROGRAMME 2: INTERNATIONAL RELATIONS

**Purpose:** Promote relations with foreign countries

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.

### **Subprogrammes:**

#### **Africa**

Purpose: Promote relations with countries in Africa

#### **Asia and the Middle East**

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

#### **Americas and Caribbean**

Purpose: Promote relations with countries in America and the Caribbean

#### **Europe**

Purpose: Promote relations with countries in Europe

## OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTSF priorities	Outcomes of structured bilateral mechanisms and high-level visits are aligned to achievement of the NDP and MTSF	Three identified aspects of a centre of excellence in foreign service training implemented	New Indicator			Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF
Increased foreign direct investment (FDI) and contributed to economic growth in South Africa and foreign direct investment (FDI) and contributed to economic growth in South Africa	Contributed to increased FDI into South Africa and Africa	Number of quarterly progress reports on regional investment strategies	New indicator			Twelve regional investment strategies and quarterly progress reports	Twelve regional investment strategies and quarterly progress reports	Twelve regional investment strategies and quarterly progress reports	Twelve regional investment strategies and quarterly progress reports

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Contributed to export promotions	Number of quarterly progress reports on regional trade strategies aligned with the Integrated National Export Strategy (INES)	New Indicator			Twelve regional trade strategies aligned with the INES and quarterly progress reports	Twelve progress reports on regional trade strategies aligned with the INES	Twelve progress reports on regional trade strategies aligned with the INES	Twelve progress reports on regional trade strategies aligned with the INES
	Contributed to tourism arrivals to South Africa	Number of regional reports on the tourism-promotion events to promote South Africa as a preferred tourist destination	New Indicator			Twelve regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination, the opportunities and barriers	Twelve regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination	Twelve regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination	Twelve regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
REGIONAL INTEGRATION									
Increased regional integration	Contribution towards regional integration and the implementation of the Revised Regional Indicative Strategic Development Plan (RISDP) implementation of the Revised Regional Indicative Strategic Development Plan (RISDP) mplementation-implementation of the Revised Regional Indicative Strategic Development Plan (RISDP)	Number of bi-annual assessments of South Africa's contribution towards: <ul style="list-style-type: none"><li>• peace</li><li>• stability</li><li>• socio-economic development</li><li>• good governance</li><li>• democracy</li><li>• regional integration; and</li><li>• the implementation of the RISDP</li><li>• developmentdevelopment</li><li>• good governance</li><li>• democracy</li><li>• regional integration; and the implementation of the RISDP</li></ul>	New indicator		Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"><li>• peace</li><li>• stability</li><li>• socio-economic development</li><li>• good governance</li><li>• democracy</li><li>• regional integration; and</li><li>• the implementation of the RISDP</li><li>• implementation of the RISDP</li></ul>	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"><li>• peace</li><li>• stability</li><li>• socio-economic development</li><li>• good governance</li><li>• democracy</li><li>• regional integration; and</li><li>• the implementation of the RISDP</li></ul>	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"><li>• peace</li><li>• stability</li><li>• socio-economic development</li><li>• good governance</li><li>• democracy</li><li>• regional integration; and</li><li>• the implementation of the RISDP</li></ul>	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"><li>• peace</li><li>• stability</li><li>• socio-economic development</li><li>• good governance</li><li>• democracy</li><li>• regional integration; and</li><li>• the implementation of the RISDP</li></ul>	

## INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	12 regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF
Number of quarterly progress reports on the regional investment strategies	Twelve progress reports on the regional investment strategies	Three quarterly progress reports on the regional investment strategies	Three quarterly progress reports on the regional investment strategies	Three quarterly progress reports on the regional investment strategies	Three quarterly progress reports on the regional investment strategies
Number of quarterly progress reports on regional trade strategies aligned with the INES	Twelve progress reports on regional trade strategies aligned with the INES	Three quarterly progress reports on regional trade strategies aligned with the INES	Three quarterly progress reports on regional trade strategies aligned with the INES	Three quarterly progress reports on regional trade strategies aligned with the INES	Three quarterly progress reports on regional trade strategies aligned with the INES
Number of regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination	12 regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination	Three regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination	Three regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination	Three regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination	Three regional tourism reports on the tourism-promotion events to promote South Africa as a preferred tourist destination

## INDICATORS, ANNUAL AND QUARTERLY TARGETS

REGIONAL INTEGRATION					
Output indicators	Annual target	Q1	Q2	Q3	Q4
<p>Number of bi-annual assessment of South Africa's contribution towards:</p> <ul style="list-style-type: none"> <li>• peace</li> <li>• stability</li> <li>• socio-economic development</li> <li>• good governance</li> <li>• democracy</li> <li>• the implementation of the RISDP</li> </ul>	<p>Two assessment reports of South Africa's contribution towards:</p> <ul style="list-style-type: none"> <li>• peace</li> <li>• stability</li> <li>• socio-economic development</li> <li>• good governance</li> <li>• democracy</li> <li>• the implementation of the RISDP</li> </ul>		<p>One assessment report of South Africa's contribution towards:</p> <ul style="list-style-type: none"> <li>• peace</li> <li>• stability</li> <li>• socio-economic development</li> <li>• good governance</li> <li>• democracy</li> <li>• the implementation of the RISDP</li> </ul>		<p>One assessment report of South Africa's contribution towards:</p> <ul style="list-style-type: none"> <li>• peace</li> <li>• stability</li> <li>• socio-economic development</li> <li>• good governance</li> <li>• democracy</li> <li>• the implementation of the RISDP</li> </ul>

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

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

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

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

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

The department is committed to work for the betterment of the nation, the continent and the world and will continue in the execution of its foreign policy by looking at hard and soft issues. There is a further acknowledgement and awareness that the world is changing rapidly and we are required to be on the mark and absolutely attuned with the ability to analyse, have effective responses and be relevant. This is especially true after the COVID-10 pandemic and other wild cards, and there is a recognition that South Africa's foreign policy should be agile to respond to remain relevant in the rapidly changing world. The department should prepare for emerging and complex challenges (Brexit, the next phase of BRICS, tension on the Asian subcontinent, climate change and its impact on the continent, migration, increased poverty, landlessness, water scarcity and unplanned international migration) and its possible impact on the delivery of our foreign policy objectives. This will be done with a continued commitment to regional integration and the implementation of the RISDP, with a clear focus on contributing to peace, stability, socio-economic development, good governance and democracy.

Due to the COVID-19 pandemic, traditional diplomacy, in the form of face-to-face meetings, had to be replaced by digital diplomacy, not only in South Africa, but worldwide. Using virtual diplomacy means that countries were, and still are, able to conduct their business in order to achieve pre-determined goals.

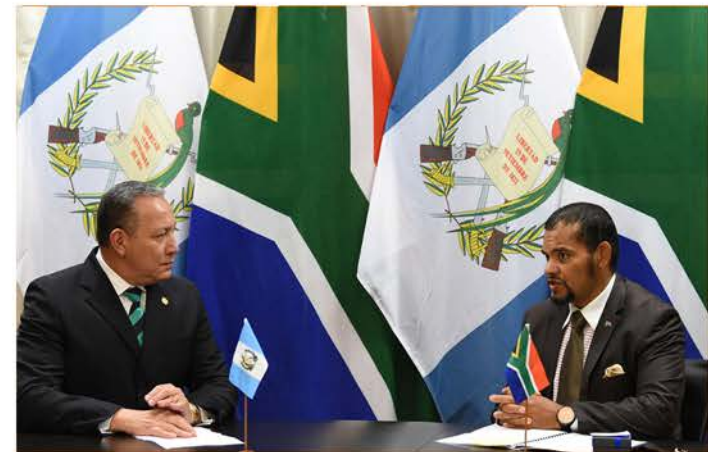
## PROGRAMME 2: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 2: International Relations for the 2021 MTEF. The allocated budget for International Relations amounts to 49.7% of the total departmental budget for the 2021/22 financial year. The budget allocation increases over the MTEF from R3.207 billion and includes allocations for 120 missions in the Africa, Americas, Europe, Asia and Middle East regions. The increase in the budget allocation for this programme is mainly on goods and services as per the escalations on contractual obligations for the leases of offices and residential accommodation abroad.

Subprogrammes	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Africa	1 062 107	1 36 802	997 011	952 340	970 599	1 038 690	1 090 045
Asia and Middle East	942 951	941 034	948 354	888 219	890 564	927 864	985 811
Americas	494 578	509 243	508 528	479 791	499 207	486 084	443 234
Europe	970 570	890 397	860 041	826 851	847 038	794 754	727 508
<b>Total</b>	<b>3 470 206</b>	<b>3 377 476</b>	<b>3 313 934</b>	<b>3 147 201</b>	<b>3 207 408</b>	<b>3 247 392</b>	<b>3 246 598</b>

Economic Classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Compensation of employees	2 106 968	2 073 395	2 077 476	1 897 471	1 851 579	1 868 884	1 872 827
Good and services	1 333 616	1 273 937	1 227 795	1 232 338	1 305 576	1 351 938	1 351 257
Interest on rent and land	-	-	-	-	-	-	-
Transfers and subsidies	23 788	25 165	6 302	6 098	42 502	18 415	14 001
Payments for capital assets	5 834	4 979	2 346	11 294	7 751	8 155	8 513
Payments for financial assets	-	-	13	-	-	-	-
<b>Total</b>	<b>3 470 206</b>	<b>3 377 476</b>	<b>3 313 934</b>	<b>3 147 201</b>	<b>3 207 408</b>	<b>3 247 392</b>	<b>3 246 598</b>

Salary band	Number of posts on approved establishment on 31 January 2021	Number of posts filled on 31 January 2021	Number of posts additional to the establishment
Lower skilled (Levels 1 - 2)	0	0	0
Skilled (Levels 3 - 5 )	13	9	0
Highly skilled production (Levels 6 - 8 )	219	197	0
Highly skilled supervision (Level 9 - 12 )	520	457	0
Senior Management (Levels 13 - 16)	172	140	1
<b>Total</b>	<b>924</b>	<b>803</b>	<b>1</b>





### PROGRAMME 3: GLOBAL SYSTEM OF GOVERNANCE; CONTINENTAL COOPERATION; SOUTH-SOUTH COOPERATION; AND NORTH-SOUTH DIALOGUE

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

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.

**Subprogramme 3.1: Global System of Governance**

Purpose: Participate in the global system of governance

**Subprogramme 3.2: Continental Cooperation**

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

**Subprogramme 3.3: South-South Cooperation**

Purpose: Strengthen South-South relations

**Sub programme 3.4: North-South Dialogue**

Purpose: Strengthen relations with the strategic formations of the North

## OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3.1 GLOBAL SYSTEM OF GOVERNANCE									
Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions	Membership at identified multilateral bodies utilised to pursue South Africa's national interest and advance the development agenda	A long-term strategy for South Africa's membership implemented	New Indicator			Develop a long-term strategy for South Africa's membership and identify which memberships to pursue	Bi-annual progress report on the Implementation of the approved strategy Bi-annual progress report on the Implementation of the approved strategy	Assessment of effectiveness of the strategy Implementation of possible amendments / improvements to the strategy	Implementation of possible amendments / improvements to the strategy
	South Africa's interests and the African Agenda promoted and reflected in the outcomes of multilateral and multistate organisations dealing with peace and security, human rights, economic and social development	Number of reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: peace and security, -human rights and economic and social development	New Indicator				Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: peace and security, human rights and economic and social development	Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: Peace and security, human rights and economic and social development	Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: Peace and security, human rights and economic and social development

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Compliance with South Africa's international reporting obligations	Number of reports on South Africa's international reporting obligations	New Indicator			Two reports on the implementation of South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations
	South Africa's leadership and policy advanced on the regional, continental and global stage	Number of positions on identified influential multilateral bodies where South Africa is represented	The current level of representation by South Africa at the UN stands at 67 positions, including high-level positions	The current level of representation by South Africa at the UN stands at 63 positions, including the new high-level positions	At the end of March 2020, the number of positions occupied by South Africa (at country, expert and appointment level) stood at 65	Not reported	Sixty positions on identified influential multilateral bodies maintained	Sixty positions on identified influential multilateral bodies maintained	Sixty positions on identified influential multilateral bodies maintained

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3.2 CONTINENTAL COOPERATION									
United and politically cohesive continent that works towards shared prosperity and sustainable development	South Africa contributes to the operationalisation of identified Agenda 2063 flagship projects	Number of monitoring reports on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects				One monitoring report on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects	Bi-annual monitoring reports on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects	Bi-annual monitoring reports on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects	Bi-annual monitoring reports on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects
	Africa partnerships recalibrated for the effective implementation of the AU's Agenda 2063.	Number of assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063	New indicator			Two assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063	Two assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063	Two assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063	Two assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063
	South Africa's obligations towards SADC and the AU honoured	Number of reports on South Africa's obligations to SADC and AU fulfilled	New indicator				Two reports on South Africa's obligations to SADC and AU fulfilled	Two reports on South Africa's obligations to SADC and AU fulfilled	Two reports on South Africa's obligations to SADC and AU fulfilled

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	South Africa contribute to continental efforts aimed at resolving conflicts	Percentage of South Africa's commitments and efforts in order to resolve continental conflicts	New indicator			100% of South Africa's commitments and efforts in order to resolve continental conflicts, honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts, honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts, honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts, honoured
3.3 SOUTH-SOUTH COOPERATION									
South-South relations strengthened and consolidated in advancement of national and continental priorities	South-South cooperation utilised to pursue South Africa's national interest and advance the development agenda	Number of reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	New indicator				Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda

Outcome	Outputs	Outputs Indicators	Annual Targets						
			Audited/Actual Performance			Estimated performance	MTEF period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
3.4 NORTH-SOUTH DIALOGUE									
Relations with the North leveraged in advancement of national and continental priorities	North-South cooperation utilised to pursue South Africa's national interest and advance the development agenda	Number of reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	New indicator				Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Three reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda



## INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
<b>3.1 GLOBAL SYSTEM OF GOVERNANCE</b>					
A long-term strategy for South Africa's membership implemented	Bi-annual progress report on the Implementation of the approved strategy		Progress report on the implementation of the approved strategy		Progress report on the implementation of the approved strategy
Number of reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: <ul style="list-style-type: none"> <li>• peace and security</li> <li>• human rights</li> <li>• economic and social development</li> </ul>	Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: <ul style="list-style-type: none"> <li>• peace and security</li> <li>• human rights</li> <li>• economic and social development</li> </ul>	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: <ul style="list-style-type: none"> <li>• peace and security</li> <li>• human rights</li> <li>• economic and social development</li> </ul>	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: <ul style="list-style-type: none"> <li>• peace and security</li> <li>• human rights</li> <li>• economic and social development</li> </ul>	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: <ul style="list-style-type: none"> <li>• peace and security</li> <li>• human rights</li> <li>• economic and social development</li> </ul>	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: <ul style="list-style-type: none"> <li>• peace and security</li> <li>• human rights</li> <li>• economic and social development</li> </ul>
Number of reports on South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations	One report on South Africa's international reporting obligations		One report on South Africa's international reporting obligations	
Number of positions on identified influential multilateral bodies where South Africa is represented	Sixty positions on identified influential multilateral bodies maintained		Maintain 60		Maintain 60

Output indicators	Annual target	Q1	Q2	Q3	Q4
<b>3.2 CONTINENTAL COOPERATION</b>					
Number of monitoring reports on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects	Bi-annual monitoring reports on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects		One monitoring report on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects		One monitoring report on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects
Number of assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063	Two assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063		One assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063		One assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063
Number of reports on South Africa's obligations to SADC and AU fulfilled	Two reports on South Africa's obligations to SADC and AU fulfilled	Report on South Africa's obligations to SADC and AU fulfilled		Report on South Africa's obligations to SADC and AU fulfilled	
Percentage of South Africa's commitments and efforts in order to resolve continental conflicts honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts honoured	100% of South Africa's commitments and efforts in order to resolve continental conflicts honoured
<b>3.3 SOUTH-SOUTH COOPERATION</b>					
Number of reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Report on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Report on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Report on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Report on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda
<b>3.4 NORTH-SOUTH DIALOGUE</b>					
Number of reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda		Report on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda		Report on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

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

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

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

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

The department is committed to work for the betterment of the nation, the continent and the world and will continue in the execution of its foreign policy by looking at hard and soft issues. There is a further acknowledgement and awareness that the world is changing rapidly and we are required to be on the mark and absolutely attuned with the ability to analyse, have effective responses and be relevant. This is especially true after the COVID-10 pandemic and other wild cards, and there is a recognition that South Africa's foreign policy should be agile to respond to remain relevant in the rapidly changing world. The department should prepare for emerging and complex challenges (Brexit, the next phase of BRICS, tension on the Asian subcontinent, climate change and its impact on the continent, migration, increased poverty, landlessness, water scarcity and unplanned international migration) and its possible impact on the delivery of our foreign policy objectives. This will be done with a continued commitment to regional integration and the implementation of the RISDP, with a clear focus on contributing to peace, stability, socio-economic development, good governance and democracy.

Due to the COVID-19 pandemic, traditional diplomacy, in the form of face-to-face meetings, had to be replaced by digital diplomacy, not only in South Africa, but worldwide. Using virtual diplomacy means that countries were, and still are, able to conduct their business in order to achieve pre-determined goals.

## PROGRAMME 3: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 3: System of Global Governance; Continental Cooperation; South-South Cooperation; and North-South Cooperation for the 2021 MTEF, consisting of five missions' allocations abroad. The allocated budget amounts to 7.9% of the total departmental budget for the 2021/22 financial year.

Subprogrammes	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Global System of Governance	283 110	362 224	381 237	353 226	366 823	365 299	356 285
Continental Cooperation	74 593	70 235	80 983	62 771	69 447	70 878	68 178
South-South Cooperation	820	4 638	5 063	4 417	5 015	5 033	5 035
North-South Dialogue	86 785	88 647	73 821	69 238	72 379	71 923	72 128
<b>Total</b>	<b>445 308</b>	<b>525 744</b>	<b>541 104</b>	<b>489 652</b>	<b>513 664</b>	<b>513 133</b>	<b>501 626</b>

Subprogrammes	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Economic classification</b>							
Compensation of employees	302 123	363 160	378 361	330 731	352 456	349 891	337 209
Goods and services	142 765	153 892	160 376	156 470	159 514	161 480	162 635
Interest on rent and land	-	-	-	-	-	-	-
Transfers and subsidies	163	8 407	1 962	1 350	1 368	1 418	1 423
Payments for capital assets	257	285	405	1 101	326	344	359
Payments for financial assets			-	-	-	-	-
<b>Total</b>	<b>445 308</b>	<b>525 744</b>	<b>541 104</b>	<b>489 652</b>	<b>513 664</b>	<b>513 133</b>	<b>501 626</b>

Salary band	Number of posts on approved establishment on 31 January 2021	Number of posts filled on 31 January 2021	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	6	5	0
Highly skilled production (Levels 6-8)	57	46	1
Highly skilled supervision (Levels 9-12)	148	129	5
Senior management (Levels 13-16)	34	31	2
<b>Total</b>	<b>245</b>	<b>211</b>	<b>8</b>





## PROGRAMME 4: PUBLIC DIPLOMACY AND PROTOCOL SERVICES

**Purpose:** Communicate South Africa's role and position in international relations in the domestic and international arenas and provide Protocol Services

**Subprogrammes:**

**4.1 Public Diplomacy**

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

**4.2 Protocol Services**

Purpose: Provide protocol and ceremonial services

## 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
4.1 PUBLIC DIPLOMACY									
Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	Rapid and timeous support to missions on domestic and global developments	Number of key messages distributed to missions on domestic and global developments	New indicator			Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments
	Platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences.	Number of platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences:	Twelve public participation programmes (PPPs)	Thirteen PPPs	Fifteen PPPs	Twelve PPPs	Twelve PPPs	Twelve PPPs	Twelve PPPs
			Hundred and forty nine media statements published	Hundred and fifty three media statements published	Hundred and twenty two media statements published	Ninety media statements issued	Ninety media statements issued	Ninety media statements issued	Ninety media statements issued
			Fourteen opinion pieces published	Fifteen opinion pieces published	Fourteen pieces published	Nine opinion pieces published	Nine opinion pieces published	Nine opinion pieces published	Nine opinion pieces published

## INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Number of key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Three sets of key messages distributed to missions on domestic and global developments	Three sets of key messages distributed to missions on domestic and global developments	Two sets of key messages distributed to missions on domestic and global developments	One set of key messages distributed to missions on domestic and global developments
Number of platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences:	Twelve PPPs	Three PPPs	Three PPPs	Three PPPs	Three PPPs
	Ninety media statements published	Twenty media statements published	Twenty five media statements published	Twenty five media statements published	Twenty media statements published
	Nine opinion pieces published	One opinion piece published	Three opinion pieces published	Three opinion pieces published	Two opinion pieces published

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
4.2 PROTOCOL SERVICES									
Improved compliance with the diplomatic regulatory framework	Professional protocol services rendered to all incoming and outgoing visits	Percentage of requests for protocol services rendered to all incoming and outgoing visits	100% (70) of state visit services rendered	100% (76) of state visit services rendered	100% (53) of state visit services rendered	100% of protocol services rendered to all incoming and outgoing state, official and working visits	100% of protocol services rendered to all incoming and outgoing visits	100% of protocol services rendered to all incoming and outgoing visits	100% of protocol services rendered to all incoming and outgoing visits
	Consular services rendered	Percentage of requests for consular assistance rendered	100% (664) of consular services rendered	100% (995) of consular services rendered	100% (929) of consular services rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered
	Legalised services rendered	Percentage of documents legalised	100% (60 443) of documents legalised	100% (71 930) of documents legalised	100% (82 644) of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised

## INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Percentage of requests for protocol services rendered to all incoming and outgoing visits	100% of protocol services rendered to all incoming and outgoing visits	100% of protocol services rendered during visits	100% of protocol services rendered during visits	100% of protocol services rendered during visits	100% of protocol services rendered during visits
Percentage of requests for consular assistance rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered
Percentage of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

Public Diplomacy (PD) will focus its budget allocation on expanding the reach of its platforms, with a specific focus on taking “foreign policy to the people”. The ranges of platforms include, but are not limited to, the *Ubuntu Magazine*, *Ubuntu News Flash*, Ubuntu Radio, Ubuntu TV, etc. These platforms inform, highlight and celebrate the achievements of government and non-state actors in projecting South Africa positively abroad and the role played by South Africa on the international stage. Other key platforms are the PPPs and annual events, including the Diplomatic Fun Fair, Africa Day celebrations, etc. These also include public lectures, symposia, outreach programmes and engagements with government departments and other stakeholders. The branch will strengthen working relationships with like-minded institutions such as 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.

COVID-19 restrictions have heightened the need for digital diplomacy, undertaken through popular social networking sites such as Twitter, Facebook, LinkedIn, YouTube, and news websites, webinars, virtual briefings and video-conferencing.

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

Consular Services provide effective and efficient consular and notarial services to South African nationals travelling, working, studying and/or living abroad. Emergency consular services can be described as services rendered to South African nationals who are distressed, destitute or seriously injured, and assistance rendered to the next of kin in case of death or being involved in natural or man-made disasters.

The Centre for Early Warning offers a 24-hour communications, information, logistical and stand-by support service relating to issues relevant to DIRCO and other government departments, South African missions abroad and the public at large, often serving as a call centre to disseminate information during a crisis. Consular notarial services are another form of consular assistance rendered to South African citizens and foreign nationals requiring South African public documents to be legalised for use abroad. These services are rendered to provide legal validity to South African public documents to enable a person to use the documents outside South Africa. As the COVID-19 pandemic continues, support in respect of repatriation requests remain paramount.

## PROGRAMME 4: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 4: Public Diplomacy and Protocol Services for the 2021 MTEF, consisting of two subprogrammes, namely: Public Diplomacy and Protocol Services. The allocated budget amounts to 4.6% of the total departmental budget for the 2021/22 financial year. The budget allocation for the 2021/22 financial year has decreased, resulting from the hybrid method of conducting diplomacy (virtual and face-to-face) adopted by the department.

Subprogrammes	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Public Diplomacy	72 576	78 042	69 401	54 721	59 677	54 078	52 128
Protocol Services	197 867	274 473	219 645	249 349	234 965	234 068	223 956
<b>Total</b>	<b>270 443</b>	<b>352 515</b>	<b>289 046</b>	<b>304 070</b>	<b>294 642</b>	<b>288 146</b>	<b>276 084</b>

Economic classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Compensation of employees	171 053	182 967	185 119	172 193	163 557	156 326	144 955
Goods and services	98 172	167 084	103 000	129 997	129 330	130 001	129 301
Interest on rent and land	-	-	-	-	-	-	-
Transfers and subsidies	1 174	870	927	1 698	1 721	1 783	1 790
Payments for capital assets	44	1 594	-	182	34	36	38
Payments for financial assets	-	-	-	-	-	-	-
<b>Total</b>	<b>270 443</b>	<b>352 515</b>	<b>289 046</b>	<b>304 070</b>	<b>294 642</b>	<b>288 146</b>	<b>276 084</b>

Salary band	Number of posts on approved establishment on 31 January 2021	Number of posts filled on 31 January 2021	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	22	15	0
Highly skilled production (Levels 6-8)	169	141	0
Highly skilled supervision (Levels 9-12)	135	97	0
Senior management (Levels 13-16)	24	20	0
<b>Total</b>	<b>350</b>	<b>273</b>	<b>0</b>





## PROGRAMME 5: INTERNATIONAL TRANSFERS

**Purpose:** Fund membership fees and transfer to international organisations

**Subprogrammes:**

### **5.1 Departmental agencies**

Purpose: Facilitate transfer of funds to the public entity

### **5.2 Membership contributions**

Purpose: Facilitate transfers to international organisations

## 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
Strengthen multi-lateralism through membership fees and contributions	South Africa fulfilling its continental and global responsibilities	Number of quarterly reports on payment of South Africa's contributions to international organisations	581,5	657,4	871,050	Payments of South African contributions to international organisations in full and on time	Four quarterly reports on payment of South Africa's contributions to international organisations	Four quarterly reports on payment of South Africa's contributions to international organisations	Four quarterly reports on payment of South Africa's contributions to international organisations

## INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
Number of quarterly reports on payment of South Africa's contributions to international organisations	Four quarterly reports on payment of South Africa's contributions to international organisations	One quarterly report on payment of South Africa's contributions to international organisations	One quarterly report on payment of South Africa's contributions to international organisations	One quarterly report on payment of South Africa's contributions to international organisations	One quarterly report on payment of South Africa's contributions to international organisations

## EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

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

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

The MTSF (2019 – 2024) requires that South Africa contributes to a better South Africa and better region and to secure the advancement of South Africa's national interest. This can only be realised through the payment of South African contributions to international organisations in full and on time. Therefore, under its Outcome, "Agenda 2030 and Agenda 2063", it is required that South Africa honours its obligations towards the UN, SADC and the AU, including the institutions hosted in South Africa (.i.e. Pan-African Parliament, New Partnership for Africa's Development, African Peer Review Mechanism, African Commission on Nuclear Energy and Pan-African University on Space Science (PAUSSI) and transfrontier conservation areas. This requires the settlement of all assessed contributions as required by the respective international organisations.

## PROGRAMME 5: RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 5: International Transfers for the 2021 MTEF, which consists of the Departmental Agencies' allocation to the African Renaissance and international Cooperation Fund as well as international membership contributions to organisations such as, among others, the AU, SADC, UN, India-Brazil-South Africa Trust Fund, Commonwealth of Nations, etc. The allocated budget amounts to 11.6% of the total departmental budget for the 2021/22 financial year. The budget allocation for this programme is determined based on the assessment letters from each organisation South Africa is a member of.

Subprogrammes	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Departmental Agencies	22 243	38 692	46 272	58 459	59 798	61 370	62 075
Membership Contribution	559 302	720 322	824 778	845 535	689 302	701 985	707 064
<b>Total</b>	<b>581 545</b>	<b>759 014</b>	<b>871 050</b>	<b>903 994</b>	<b>749 100</b>	<b>763 355</b>	<b>769 139</b>

Economic classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transfers and subsidies	581 545	759 014	871 050	903 994	749 100	763 355	769 139
<b>Total</b>	<b>581 545</b>	<b>759 014</b>	<b>871 050</b>	<b>903 994</b>	<b>749 100</b>	<b>763 355</b>	<b>769 139</b>

## 6. UPDATED RISKS

OUTCOME	KEY RISK	MITIGATION STRATEGIES
A modern, effective department with capable and skilled employees that is committed to the excellent execution of South Africa's foreign policy	<p>Impact of foreign exchange fluctuations</p> <p>Outdated ICT system</p> <p>Adaptation to digital change</p> <p>Ineffective and inefficient systems</p> <p>Inadequate Head Office-Mission interface</p> <p>Continued impact of the pandemic and disruption</p>	<p>Structured change management processes</p> <p>Up-skilling and reskilling of personnel</p> <p>Improve systems</p> <p>Improve support to missions</p> <p>Increase in virtual engagements</p> <p>Secure online platforms</p> <p>Blended learning methodologies</p>
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTSF priorities	<p>Unexpected and unforeseen international changes</p> <p>Inadequate interface between some key stakeholders both at missions and Head Office</p> <p>Continued impact of the pandemic and disruption in traditional diplomacy</p> <p>Lack of synergy between partner departments</p>	<p>To be agile and responsive to international changes, engage in scenario planning and forecasting and to also consider reprioritisation in response to international changes</p> <p>Enabling work environment to allow for flexibility and digital diplomacy</p> <p>Whole-of-government approach to develop country strategies for engagements</p>
Increased FDI and contributed to economic growth in South Africa	<p>Unexpected and unforeseen international changes, such as COVID, negatively impacting the economic growth</p> <p>Sectors working in isolation</p> <p>Lack of synergy between partner departments</p> <p>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</p>	<p>To be agile and consider reprioritisation in response to international changes</p> <p>Enhance interdepartmental coordination mechanisms</p>

OUTCOME	KEY RISK	MITIGATION STRATEGIES
Increased regional integration	<p>Influence from outside the region on the implementation of the SADC programme as encapsulated in the SADC Blue Prints</p> <p>Lack of financial resources within the SADC Secretariat in the implementation of Summit and Council decisions as well as SADC's work programme</p> <p>Lack of political will and resources within the member states to implement programmes and projects</p> <p>Potential for destabilising elements in the region.</p>	<p>Engage SADC member states bilaterally on the implementation of SADC decisions</p> <p>To engage international cooperating partners to secure funding without preconditions for the implementation of identified SADC programmes/projects</p> <p>Engage SADC member states bilaterally on their respective responsibilities to work towards the implementation of SADC decisions</p> <p>Place South Africa as a credible interlocutor on the international stage</p>
Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions	<p>Undermining of collective initiatives aimed at strengthening multilateralism</p> <p>Unexpected and unforeseen international changes, such as COVID-19, impacting on the ability on physical meetings and face-to-face negotiations</p>	<p>Strengthened multilateral alliances to mitigate the negative effects of unilateral actions</p> <p>To be agile and responsive to international changes and creating an enabling work environment to ensure participation in virtual engagements</p>
United and politically cohesive continent that works towards shared prosperity and sustainable development	<p>Negative external actor involvement</p> <p>Potential for destabilising developments on the continent</p>	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	<p>Unexpected and unforeseen international changes</p> <p>Lack of synergy between partner departments</p>	<p>To be agile and consider reprioritisation in response to international changes</p> <p>Enhance interdepartmental coordination mechanisms</p> <p>Whole of government approach to develop strategies for engagements</p> <p>Improve policy coordination</p>

OUTCOME	KEY RISK	MITIGATION STRATEGIES
Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	Outdated technology Divergent views emanating from South Africa on foreign policy	Digital transformation, modernisation of ICT Stronger interdepartmental coordination on international relations activities
Improved compliance with the regulatory framework	Dependencies on key stakeholders Lack of cooperation with key stakeholders	Improved communication Strengthen partnerships with signed memoranda of understanding Enforcement in terms of the diplomatic legal framework

## 7. PUBLIC ENTITIES

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES	CURRENT ANNUAL BUDGET
African Renaissance and International Cooperation Fund (ARF)	To enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, social-economic development and integration, humanitarian assistance and human resource development	Disbursement of development aid to enhance cooperation between the Republic and other countries to: <ul style="list-style-type: none"> <li>• promote democracy and good governance</li> <li>• contribute to prevention and resolution of conflict</li> <li>• support socio-economic development and integration</li> <li>• provide humanitarian assistance</li> </ul>	R48,546 million

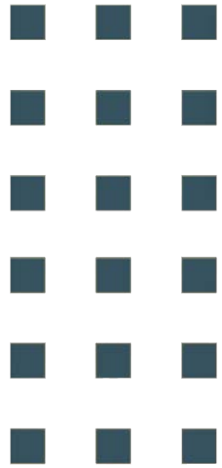
## 8. INFRASTRUCTURE PROJECTS

No.	Project name	Project description	Outputs	Project start date	Project completion date	Total estimated project cost	Current year expenditure 2020/21
1	Namibia Chancery: Repairs and replacement of systems	Replacement of lift	Lift replaced	2020/21	2021/22	R1 000 000	0
2	Copenhagen Chancery and Official Residence: Repairs and replacement of systems	Attending to rising damp, heating and cooling systems and security systems	Systems repaired and replaced  Property renovated	2020/21	2022/23	R3 900 000	0
3	Munich Official Residence: Repairs and replacement of systems	Repair and replacement of electrical and mechanical systems and piping	Systems repaired and replaced  Property renovated	2020/21	2022/23	R2 500 000	R190 810
4	Vienna Chancery and Official Residence: Repairs and replacement of systems	Replacement of sewage and electrical systems, damp proofing and general upgrades	Systems repaired and replaced  Property renovated	2020/21	2022/23	R9 300 000	0
5	London Chancery: Repairs and replacement of systems	Replacement of fire alarm system	System replaced	2021/22	2021/22	R2 233 000	0

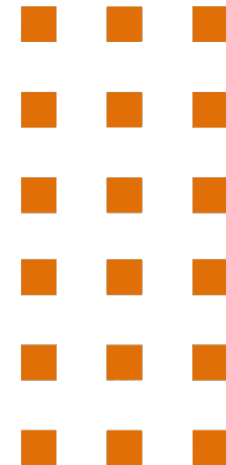
## 9. PUBLIC-PRIVATE PARTNERSHIP (PPP)

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
Head Office accommodation for the Department of International Relations and Cooperation	<p>Financing, design, construction, operation and maintenance of a Head Office and guesthouse facilities</p> <p>Financing, design, renovation and structural maintenance of state-owned guesthouse facility</p>	<p>New Head Office and guesthouse constructed</p> <p>Head Office and guesthouse maintained and operated by on-site facilities management company</p> <p>Furniture, fittings and equipment installed, maintained and replaced at agreed intervals</p> <p>State-owned guesthouse renovated and structurally maintained</p>	<p>2020/21 unitary fee:</p> <p>R249,932,987 million</p> <p>per annum (including VAT)</p>	September 2034





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





INDICATOR TITLE	Enhanced digital environment
DEFINITION	In order to enhance the digital environment, the Department of International Relations and Cooperation needs to have a detailed road map and a detailed implementation plan of the approved strategy. In order to ensure the appropriateness, the strategy needs to be monitored and assessed to determine the relevance of the strategic direction.
SOURCE OF DATA	Chief Directorate: ICT
METHOD OF CALCULATION/ ASSESSMENT	Assess whether the approved Digital Strategy is implemented through identified projects progress reports
MEANS OF VERIFICATION	Implementation of the Digital Strategy
ASSUMPTIONS	Buy-in from key stakeholders
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Accelerated implementation of the digital strategy
INDICATOR RESPONSIBILITY	Office of the Chief Information Officer (CIO)

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

<b>INDICATOR TITLE</b>	<b>Three identified aspects of a centre of excellence in foreign service training implemented</b>
<b>DEFINITION</b>	The academy is expected to deliver quality programmes that adhere to international standards and the standard for the management thereof will be linked to have a certified Quality Management. It is furthermore imperative that for this diplomatic corps to function optimally, foreign language proficiency is vital and the academy will strive to enhance its capability to offer such. The importance of establishing partnerships and networks with strategic institutions both at the national and international level will be prioritised in pursuit of the objective of striving to be a centre of excellence.
<b>SOURCE OF DATA</b>	Chief Directorate: Foreign Service Training and International School
<b>METHOD OF CALCULATION/ ASSESSMENT</b>	Simple count
<b>MEANS OF VERIFICATION</b>	Valid ISO certificate, Signed reports
<b>ASSUMPTIONS</b>	Not applicable
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	Not applicable
<b>CALCULATION TYPE</b>	Cumulative
<b>REPORTING CYCLE</b>	Quarterly
<b>DESIRED PERFORMANCE</b>	Higher performance is desirable. Maintaining ISO certified QMS
<b>INDICATOR RESPONSIBILITY</b>	Chief Directorate: Foreign Service Training and International School

INDICATOR TITLE	Number of initiatives to mainstream gender, youth and people with disabilities
DEFINITION	Initiatives undertaken towards creating an enabling environment for the promotion of gender empowerment, youth development and for people with disabilities. The department will track initiatives on promoting gender empowerment, youth development and for people with disabilities.
SOURCE OF DATA	Chief Directorate: Transformation Programme and Organisational Development
METHOD OF CALCULATION/ ASSESSMENT	Simple count (quantitative)
MEANS OF VERIFICATION	Signed reports, attendance registers
ASSUMPTIONS	Active participation in initiatives; officials declare their disabilities
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Target for women: six Target for youth: two Target for people with disabilities: two
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desirable, awareness of gender empowerment, youth development and for people with disabilities.
INDICATOR RESPONSIBILITY	Chief Directorate: Transformation Programme and Organisational Development

INDICATOR TITLE	Percentage of legal advice and services rendered
DEFINITION	OCSLA (IL) provides legal advice, legal services and policy advice to all aspects of domestic and international law.
SOURCE OF DATA	Statistics from Legal Services
METHOD OF CALCULATION/ ASSESSMENT	The following formula is used to calculate: $\text{Percentage of legal advice and services rendered} = \frac{\text{Numerator (Requests responded to)}}{\text{Denominator (Requests received)}} * 100$
MEANS OF VERIFICATION	Quarterly reports and registers
ASSUMPTIONS	There are written requests for legal advice
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	On target - 100% of legal advice and services rendered
INDICATOR RESPONSIBILITY	OCSLA (IL)

INDICATOR TITLE	Number of regional political reports, including the outcomes of structured bilateral mechanism and high-level visits aligned to achievement of the NDP and MTSF
DEFINITION	<p>South Africa strengthens and consolidates its political, economic and social relations through different engagements. The conduct of diplomacy between two states remains the pre-eminent basis for advancing national priorities, as well as for effective engagement in multilateral fora.</p> <p>Structured bilateral mechanisms regularise and govern bilateral engagements and are some of the most important and valuable foreign policy instruments to coordinate South Africa's positions and activities towards a particular country. Structured bilateral mechanisms refer to numerous regularised and formalised meetings that South Africa has with other countries and is governed by a signed agreement. These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions.</p> <p>High-Level meetings, for the purposes of our report, denote meetings at the level of President, Deputy President, DIRCO Minister, Deputy Ministers, Director-General and Deputy Director-General.</p> <p>It is an important platform for the entire spectrum of government-to-government relations and draws on the expertise of various departments depending on the area of cooperation being pursued. It is of great importance to track the outcomes of these scheduled meetings as they promote South Africa's national priorities and interests.</p>
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed/approved reports
ASSUMPTIONS	South Africa's objectives can be pursued with the identified bilateral partner
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desired – alignment between country strategies against domestic priorities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

INDICATOR TITLE	Number of quarterly progress reports on the regional investment strategies
DEFINITION	When drafting the country strategies to guide South Africa's bilateral relations with identified countries and the continent, an assessment will guide in terms of whether there are investment opportunities. A quarterly progress report will consider the bilateral engagements during the quarter and what investment opportunities were identified and pursued.
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed/approved reports
ASSUMPTIONS	Investment opportunities exist that can be pursued
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More investment opportunities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

INDICATOR TITLE	Number of quarterly progress reports on regional trade strategies aligned with the INES
DEFINITION	The MTSF has identified sourcing of new markets for South African products. The department, when drafting the country strategies to guide bilateral relations, will explore the trade opportunities and consider how to implement the INES. A quarterly progress report will consider the bilateral engagements during the quarter and which trade opportunities were identified and pursued.
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed/approved reports
ASSUMPTIONS	Partner departments work together towards the same MTSF goal
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More trade opportunities identified and pursued.
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral Branches

<b>INDICATOR TITLE</b>	<b>Number of regional reports on the tourism-promotion events to promote South Africa as a preferred tourist destination</b>
<b>DEFINITION</b>	Engagements in tourism events with sector role-players (travel agencies and tour operators) in host governments in a concerted effort to promote South Africa as a favourable tourism destination for business and leisure (Meetings, Incentives, Conferences and Events) and as a safe and value-for-money destination of choice. It is also part of the missions' activities to promote South Africa at events such as national days. It is also important for missions to identify the opportunities for increased tourist arrivals to South Africa, as well as the barriers.
<b>SOURCE OF DATA</b>	Bilateral branches
<b>METHOD OF CALCULATION</b>	Quantitative
<b>MEANS OF VERIFICATION</b>	Signed/approved reports
<b>ASSUMPTIONS</b>	Tourism-promotion events take place within the limitations of the global pandemic
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	Not applicable
<b>CALCULATION TYPE</b>	Cumulative
<b>REPORTING CYCLE</b>	Quarterly
<b>DESIRED PERFORMANCE</b>	Higher performance is desired – an increase in tourist arrivals to contribute towards the achievement of South Africa's domestic priorities
<b>INDICATOR RESPONSIBILITY</b>	Deputy Directors-General: Bilateral Branches

<b>INDICATOR TITLE</b>	<b>Number of bi-annual assessment of South Africa's contribution towards:</b> <ul style="list-style-type: none"> <li>• peace</li> <li>• stability</li> <li>• socio-economic development</li> <li>• good governance</li> <li>• democracy</li> <li>• regional integration, and the implementation of the RISDP</li> </ul>
<b>DEFINITION</b>	South Africa participates in regional meetings and structures in order to enhance regional integration and needs to regularly assess its participation against the regional integration agenda. SADC has developed a RISDP for member states with specific projects to advance regional integration.
<b>SOURCE OF DATA</b>	Chief Directorate: SADC
<b>METHOD OF CALCULATION</b>	Quantitative
<b>MEANS OF VERIFICATION</b>	Signed/approved reports
<b>ASSUMPTIONS</b>	Partner departments submit the required information, indicating if there is progress in South Africa against the prioritised projects in the RISDP
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	Not applicable
<b>CALCULATION TYPE</b>	Cumulative
<b>REPORTING CYCLE</b>	Bi-annually
<b>DESIRED PERFORMANCE</b>	Higher performance is desired – effective contribution towards peace, stability, socio-economic development, good governance, democracy and regional integration; and the implementation of the revised RISDP towards the achievement of South Africa's domestic priorities
<b>INDICATOR RESPONSIBILITY</b>	Deputy Director-General: Africa Bilateral

<b>INDICATOR TITLE</b>	<b>A long-term strategy for South Africa's membership implemented</b>
<b>DEFINITION</b>	South Africa's multilateral engagements are premised on the need to advance the priorities reflected in the NDP as well as the development agendas of developing countries. In order to influence the global processes, South Africa has to be clear on which memberships to pursue, which ones will advance South Africa's foreign policy objectives.
<b>SOURCE OF DATA</b>	Branch: Global Governance and Continental Agenda
<b>METHOD OF ASSESSMENT</b>	Assessment in terms of strategy developed and implemented (qualitative)
<b>MEANS OF VERIFICATION</b>	Signed reports
<b>ASSUMPTIONS</b>	Membership to international organisations advance South Africa's foreign policy objectives
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	Not applicable
<b>CALCULATION TYPE</b>	Non-cumulative
<b>REPORTING CYCLE</b>	Bi-annual
<b>DESIRED PERFORMANCE</b>	Effective participation in advancing national priorities through South Africa's membership in international organisation
<b>INDICATOR RESPONSIBILITY</b>	Deputy Director-General: Global Governance and Continental Agenda

<b>INDICATOR TITLE</b>	<b>Number of reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</b> <ul style="list-style-type: none"> <li>• <b>peace and security</b></li> <li>• <b>human rights</b></li> <li>• <b>economic and social development</b></li> </ul>
<b>DEFINITION</b>	South Africa's multilateral engagements are premised on the need to advance the priorities for South Africa itself as reflected in the NDP, as well as to advance the objectives of Agenda 2063 and Agenda 2030. South Africa is not in control of the outcomes of multilateral meetings and structures. Whether or not South Africa's national interests are reflected in these outcomes depend on negotiated agreements and consensus reached. In many cases, the outcome represents the lowest common denominator.
<b>SOURCE OF DATA</b>	Branch: Global Governance and Continental Agenda
<b>METHOD OF CALCULATION</b>	Simple addition
<b>MEANS OF VERIFICATION</b>	Signed reports
<b>ASSUMPTIONS</b>	Interdepartmental meetings taking place to agree on South Africa's position, having the country's position approved prior to South Africa's participation at international fora
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	Not applicable
<b>CALCULATION TYPE</b>	Cumulative
<b>REPORTING CYCLE</b>	Quarterly
<b>DESIRED PERFORMANCE</b>	South Africa's foreign policy objectives pursued in areas of peace and security, human rights and economic and social development
<b>INDICATOR RESPONSIBILITY</b>	Deputy Director-General: Global Governance and Continental Agenda

INDICATOR TITLE	Number of reports on South Africa's international reporting obligations
DEFINITION	South Africa has an international obligation to submit national reports in terms of international agreements it is a party to. Line-function departments submit national reports, while DIRCO monitors the submission of the reports and provides feedback to Cabinet.
SOURCE OF DATA	Office of the Chief State Law Adviser
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	The partner departments provide the required reports as per the reporting obligations
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annual
DESIRED PERFORMANCE	South Africa's 100% compliance with submitting national reports
INDICATOR RESPONSIBILITY	Office of the Chief State Law Adviser

INDICATOR TITLE	Number of positions on identified influential multilateral bodies where South Africa is represented
DEFINITION	<p>South Africa has to identify and take up positions at influential multilateral bodies where we are represented. Most of these positions are available on rotational basis and, once available, South Africa needs to field a suitable candidate and lobby for support in order to get the candidate elected. South Africa is represented at identified multilateral bodies to promote its national interests and to influence resolutions, decisions and outcomes.</p> <p>Representation can be both at country level and at expert level.</p>
SOURCE OF DATA	Global Governance and Continental Agenda
METHOD OF CALCULATION	Simple count (quantitative)
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Positions exist in multilateral bodies. South Africa has skills with which SA citizen may be appointed .
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annual
DESIRED PERFORMANCE	Higher performance for increased South African representation in multilateral bodies
INDICATOR RESPONSIBILITY	Global Governance and Continental Agenda

INDICATOR TITLE	Number of monitoring reports on South Africa's contribution to the operationalisation of identified Agenda 2063 flagship projects
DEFINITION	South Africa participates in the AU and its organs to advance the First Ten Year Implementation Plan of Agenda 2063 and its identified flagship projects. The engagement is informed by South Africa's vision of an African continent, which is prosperous, peaceful, democratic, non-racial, non-sexist and united, and which contributes to a world that is just and equitable. South Africa therefore endeavours to contribute to the operationalisation of identified Agenda 2063 flagship projects.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Monitoring reports, AU progress reports
ASSUMPTIONS	The relevant partner departments that lead the flagship projects within their mandate submit the information to DIRCO
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	More flagship projects implemented or operationalised
INDICATOR RESPONSIBILITY	Branch: Global Governance and Continental Agenda

INDICATOR TITLE	Number of assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063
DEFINITION	South Africa supports identified partnerships (TICAD, FOCAC) to advance Agenda 2063 in line with its vision of an African continent, which is prosperous, peaceful, democratic, non-racial, non-sexist and united, and which contributes to a world that is just and equitable.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Assessment reports
ASSUMPTIONS	South Africa participates in Africa partnerships
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	Target performance is desirable
INDICATOR RESPONSIBILITY	Branch: Global Governance and Continental Agenda

INDICATOR TITLE	Number of reports on 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 AU and SADC. Apart from membership fees, certain commitments and undertakings can take place during AU and SADC meetings, which may require South Africa to respond to such decisions. In 2020, South Africa served as Chair of the AU and therefore, had to fulfil its obligation AU Chair.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Approved submissions, reports, South African submissions into the AU processes, and communiqués, decisions and declarations issued by the AU and its various organs
ASSUMPTIONS	Obligations for South Africa as derived from outcomes from AU and SADC processes and meetings
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Fulfill obligations and commitments
INDICATOR RESPONSIBILITY	Branch: Global Governance and Continental Agenda

INDICATOR TITLE	Percentage of South Africa's commitments and efforts in order to resolve continental conflicts
DEFINITION	South Africa participates in AU structures and processes charged with the promotion of peace and security on the continent, which include the AU Peace and Security Council (AU Post-Reconstruction and Development Committee on Sudan), among others. These forums are engaged with a view to strengthen the African Peace and Security Architecture by supporting the operationalisation of the African Standby Force and the Continental Early Warning System.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION	<p>The following formula is used to calculate:</p> <p><b>Percentage of SA commitments and efforts ...</b></p> $= \frac{\text{Numerator (Commitmen and efforts honoured)}}{\text{Denominator (Commitment and Efforts)}} * 100$
MEANS OF VERIFICATION	Approved programmes of action, outcome reports, South Africa's submissions into AU processes and communiqués, decisions and declarations issued by the AU and its various organs (not signed)
ASSUMPTIONS	Commitments and the resultant efforts for South Africa to resolve continental conflicts as derived from outcomes from AU processes and meetings
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Target performance is desirable
INDICATOR RESPONSIBILITY	Approved submissions, programmes of action, outcome reports, South Africa's submissions into AU processes, and communiqués, decisions and declarations issued by the AU and its various organs

<b>INDICATOR TITLE</b>	<b>Number of reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda</b>
<b>DEFINITION</b>	Participation in meetings and organisations of developing countries, commonly referred to as countries of the South, allows for the development of common positions that reflect the needs of the developing countries and aim to exert greater influence in pursuing these positions within multilateral forums. This also relates to minilateral/plurilateral arrangements (e.g. BRICS). There are objectives for South Africa's engagement and its participation is to achieve those objectives.
<b>SOURCE OF DATA</b>	Branch: Global Governance and Continental Agenda Branch: Asia and Middle East
<b>METHOD OF CALCULATION</b>	Quantitative
<b>MEANS OF VERIFICATION</b>	Signed reports and submissions
<b>ASSUMPTIONS</b>	The negotiated outcomes are in line with the identified objectives
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	Not applicable
<b>CALCULATION TYPE</b>	Cumulative
<b>REPORTING CYCLE</b>	Quarterly
<b>DESIRED PERFORMANCE</b>	More outcomes on identified objectives
<b>INDICATOR RESPONSIBILITY</b>	Deputy Director-General: Global Governance and Continental Agenda Deputy Director-General: Asia and Middle East

<b>INDICATOR TITLE</b>	<b>Number of reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda</b>
<b>DEFINITION</b>	Strategic formations of the developed countries, usually referred to as countries of the North, are engaged to garner support for the African Agenda and the Agenda of the South. These are countries usually considered to have influence in the global arena and also with resources that can be channelled to the developing world. South Africa has identified what it wants to achieve through each of these engagements and needs to regularly assess whether it is achieving those objectives.
<b>SOURCE OF DATA</b>	Regional organisations (TICAD, EU)
<b>METHOD OF CALCULATION</b>	Quantitative
<b>MEANS OF VERIFICATION</b>	Approved reports, may be in the form of a submission
<b>ASSUMPTIONS</b>	The negotiated outcomes are in line with the identified objectives
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	Not applicable
<b>CALCULATION TYPE</b>	Cumulative
<b>REPORTING CYCLE</b>	Biannually
<b>DESIRED PERFORMANCE</b>	More negotiated outcomes in line with South African objectives
<b>INDICATOR RESPONSIBILITY</b>	Regional organisations

INDICATOR TITLE	Number of key messages distributed to missions on domestic and global developments
DEFINITION	In order to have a better understanding and awareness of South Africa's foreign policy and communicate it through professional public diplomacy services, the department will, in conjunction with Government Communication and Information System (GCIS), facilitate key messages to be distributed to missions on domestic and global developments. This will assist the missions to send one message on key developments.
SOURCE OF DATA	Public Diplomacy
METHOD OF CALCULATION/ ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Key messages/statements issued by Public Diplomacy as received from GCIS on domestic and global developments
ASSUMPTIONS	Key messages are available to be distributed
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More key messages/statements issued
INDICATOR RESPONSIBILITY	Public Diplomacy

INDICATOR TITLE	Number of platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences
DEFINITION	<p>Different platforms are utilised by the principals, i.e. Minister and Deputy Ministers, to engage on domestic and international developments such as PPPs, media statements and opinion pieces.</p> <p>A PPP is an outreach, conducted by the political principal, during which domestic audiences are engaged on foreign policy. In instances where political principals are not available they are represented by the DDG, DG or other government ministries.</p> <p>DIRCO utilises media statements and opinion pieces to inform opinion and communicate South Africa's foreign policy positions to domestic and international audiences.</p> <p>A media statement is a written communication directed at members of the news media for the purpose of announcing something newsworthy, or keeping media informed of developments in the international arena.</p> <p>An opinion piece is a written expression of thoughts on a particular political issue.</p>
SOURCE OF DATA	Public Diplomacy
METHOD OF CALCULATION/ ASSESSMENT	Quantitative
MEANS OF VERIFICATION	<p>PPPs: exit reports</p> <p>Media statements: media statements and press releases issued by DIRCO and published on the DIRCO website</p> <p>Opinion pieces: published opinion pieces</p>
ASSUMPTIONS	Not applicable
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More PPP, Media statements, issued and opinion pieces published.
INDICATOR RESPONSIBILITY	Public Diplomacy

INDICATOR TITLE	Percentage of requests for protocol services rendered to all in and outgoing state, official and working visits
DEFINITION	<p>Incoming and outgoing visits for the President, Deputy President and their counterparts in compliance with relevant legislation.</p> <p><b>Categories of dignitaries:</b>  Heads of State or Government, Spouses of Heads of State or Government, internationally recognised Kings/Queens at the level of a Head of State, Deputy Heads of State/Government, Former Heads of State/Government, Ministers of Foreign Affairs/International Relations, Deputy Ministers of Foreign Affairs/International Relations, Heads and Deputy Heads of Multilateral and Regional Organisations, as determined by the policy on incoming international visits and Eminent Persons, as may be determined by the Director-General of DIRCO.</p> <p><b>Categories of visits:</b>  State visits, official visits, working visits, special visits, bi-national and joint commissions, conferences and summits, special envoys and private visits. Transit visits are excluded.</p>
SOURCE OF DATA	State Protocol
METHOD OF CALCULATION/ ASSESSMENT	<p>The following formula is used to calculate:</p> <p><b>Percentage of requests for protocol services rendered ...</b></p> $= \frac{\text{Numerator (Requests responded to)}}{\text{Denominator (Requests received)}} * 100$
MEANS OF VERIFICATION	Signed quarterly schedules for confirmed facilitated international visits of principals, including initiation and signed/approved exit reports and/or submissions
ASSUMPTIONS	Written requests. Delayed notifications which might allow very little lead time and/or notifications might only be received during or post a visit. Sufficient resources.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	All request received responded to
INDICATOR RESPONSIBILITY	Deputy Director-General: State Protocol and Consular Services

INDICATOR TITLE	Percentage of requests for consular assistance rendered
DEFINITION	To render consular services and to protect the interests of all South Africans abroad as contemplated in the Vienna Convention on Consular Relations, 1963. To monitor assistance provided by DIRCO to South Africa citizens abroad as per the Vienna Convention governing consular relations.
SOURCE OF DATA	Chief Directorate: Consular Services
METHOD OF CALCULATION/ ASSESSMENT	The following formula is used to calculate: <b>Percentage of requests for consular services rendered</b> $= \frac{\text{Numerator (Requests responded to)}}{\text{Denominator (Requests received)}} * 100$
MEANS OF VERIFICATION	Signed statistics/reports
ASSUMPTIONS	Confirmation that requests are received from South African citizens
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	All requests responded to
INDICATOR RESPONSIBILITY	Deputy Director-General: State Protocol and Consular Services

INDICATOR TITLE	Percentage of documents legalized
DEFINITION	Documents for use abroad are legalised and authenticated by the department. Documents accepted for legalisation are processed in accordance with the guidelines set in the Service Delivery Charter. Legalisation is guided by Chapter 20 of the Consular Handbook.
SOURCE OF DATA	Chief Directorate: Consular Services
METHOD OF CALCULATION/ ASSESSMENT	The following formula is used to calculate: <b>Percentage of documents legalised</b> = $\frac{\text{Numerator (Requests responded to)}}{\text{Denominator (Requests received)}} * 100$
MEANS OF VERIFICATION	Signed statistics/reports/registers
ASSUMPTIONS	The authorised signatures for partner departments are available
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Respond to all requests received
INDICATOR RESPONSIBILITY	Deputy Director-General: State Protocol and Consular Services

INDICATOR TITLE	Number of quarterly reports on payment of South Africa's contribution to international organisations
<b>DEFINITION</b>	<p>The department is required to transfer payments, which arise from obligations undertaken by South Africa at an international, regional and subregional multilateral levels. The payments, which are made by the department, generally take the form of:</p> <ul style="list-style-type: none"> <li>• membership dues to organisations such as the UN, AU, SADC and the Commonwealth.</li> <li>• contributions to peacekeeping operations of the UN</li> <li>• meetings of state parties (parties to international treaties) of which South Africa is a member, and in which South Africa has participated</li> <li>• voluntary pledges that South Africa makes to international organisations for the purpose of humanitarian assistance, technical assistance, etc.</li> </ul> <p>It should be noted that the payment depends on the assessment letters received from the international organisations.</p>
<b>SOURCE OF DATA</b>	Chief Directorate: Financial Management
<b>METHOD OF CALCULATION/ ASSESSMENT</b>	Quantitative
<b>MEANS OF VERIFICATION</b>	Proof of payment
<b>ASSUMPTIONS</b>	Sufficient funds available
<b>DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)</b>	Not applicable
<b>SPATIAL TRANSFORMATION (WHERE APPLICABLE)</b>	Not applicable
<b>CALCULATION TYPE</b>	Cumulative
<b>REPORTING CYCLE</b>	Quarterly
<b>DESIRED PERFORMANCE</b>	Higher performance is desirable all payments made within the period due
<b>INDICATOR RESPONSIBILITY</b>	Deputy Director-General: Financial and Assets Management

## 10. 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; 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 African Union Post-Conflict Reconstruction and Development Ministerial Committee on Sudan was established in July 2003 to facilitate post-conflict reconstruction and development efforts in that country.
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, tourism, among others. South Africa conducts its diplomatic relations through 125 missions in 108 countries under the control of the Department of International Relations and Cooperation (DIRCO).
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 to another. It takes place at the invitation of the President of the Republic of South Africa and the recommendation of the Minister of International Relations and Cooperation. During a State Visit, full ceremonial honours are accorded to a foreign Head of State. The duration of a State Visit is three days (two nights). An extension of a State Visit beyond the set period will be at the discretion of the President of the Republic of South Africa. Extension of a State Visit beyond the set period without the approval of the President will be categorised as a Private Visit.
Official Visit	An Official Visit is the second-highest level of diplomatic contact between two countries and is undertaken at the invitation of the host to the relevant foreign counterpart. It takes place more frequently than a State Visit and can involve a Head of State or Government, Deputy Head of State/Government, Minister/Deputy Minister of Foreign Affairs/International Relations. Ceremonial and protocol honours accorded are scaled down depending on the rank of the visiting counterpart. The duration of an Official Visit will not exceed three days (two nights). An extension of an Official Visit beyond the set period will be at the discretion of the host. An extension of an Official Visit beyond the set period without the approval of the host will be categorised as a Private Visit.
Working Visit	A Working Visit is undertaken at the initiative of the foreign counterpart/dignitary without a formal invitation from a South African counterpart. It requires prior approval from a South African counterpart. A visiting foreign counterpart/dignitary is not accorded full ceremonial honours. The duration of a Working Visit will not exceed two days (one night). An extension of a Working Visit beyond the set period without the approval of the host will be categorised as a Private Visit.
Special Visit	A Special Visit is undertaken by a foreign dignitary at the invitation of the Republic of South Africa, to represent their country or organisation (e.g. the inauguration of a Head of State, ad-hoc meetings etc.) or attend a specific occasion (e.g. State funeral, etc.).
Bi-National and	

Joint Commissions	Bi-national and joint commissions are regularised and formalised meetings undertaken by mutual agreement between South Africa and the participating country. These meetings take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions.
Visit by Special Envoy	A Special Envoy is a Representative appointed by a Head of State/Government or Head of Multilateral and Regional Organisation in order to convey an official message to the President or Deputy President of the Republic of South Africa. This visit is taken at the initiative of the visiting country. Courtesies to be accorded are informed by the level of the Special Envoy.
Visit by Eminent Persons	The Director-General (DG) of DIRCO determines the guests who would be accorded a status of Eminent Persons for a particular visit. The Planning Committee of the specific visit, in consultation with the DG, decides on the courtesies to be accorded.
Private Visit	A Private Visit is an unofficial visit undertaken by a foreign dignitary as outlined by the policy on incoming international visits and includes, but not restricted to, private business, medical treatment or holiday purposes.
High-Level Meeting	The term, <i>High-Level Meeting</i> , is often employed to denote meetings of ministers and above. The content of these meetings could be the same for state and official visits.
Senior Officials' Meeting	The most common meetings are between senior officials, i.e. below Cabinet level. Meetings of this nature often convene to prepare for high-level meetings, exchange information and ideas, discuss technical issues, negotiate and draft agreements and communiqués/declarations, assess the implementation of previous agreements and/or decisions, as well as to clarify positions and develop common positions on issues of mutual interest.
Structured bilateral mechanism	<i>Structured bilateral mechanism</i> is a terminology reflecting the numerous regularised and formalised meetings that South Africa has with other countries. These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions. They usually comprise subcommittees or technical committees dealing with issues such as global governance, Africa, strengthening trade and investment relations, tourism promotion, science and technology cooperation, etc. Ministers and senior officials of departments concerned usually co-chair these subcommittees. Structured bilateral mechanisms are co-chaired from the President downwards to the level of senior officials. These meetings usually meet under various designations such as bi-national commissions, joint commissions, partnership forum, policy dialogue forum, policy forum, etc. The meetings usually alternate between the countries concerned and can take place every six months, annually and in certain cases every two years, depending on the importance of the issues on the agenda and the availability of the relevant ministers and senior officials. The structured bilateral mechanism is one of the most important and valuable foreign policy instruments for DIRCO to coordinate South African positions and activities towards a particular country and to advance South Africa's key priorities.
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 countries that were at the forefront of negotiating the development agenda.
Repositioning of the UN Development System (UNDS)	In May 2018, the UN General Assembly (UNGA) adopted a landmark consensus resolution on the repositioning of the UNDS, with the aim of better supporting member states towards the realisation of the 2030 Agenda for Sustainable Development). South Africa actively participated in the negotiations at the UN in New York to ensure that the UN Development Agenda continues to remain compatible with the development agenda of South Africa and the South, as well as African Union (AU) aspirations.
Agenda 2063	<i>Agenda 2063: The Africa We Want</i> is Africa’s blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent’s strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and the African Renaissance. The genesis of Agenda 2063 was the realisation by African leaders that there was a need to refocus and reprioritise Africa’s agenda from the struggle against apartheid and the attainment of political independence for the continent, which had been the focus of the Organisation of African Unity, the precursor of the AU; and instead to prioritise inclusive social and economic development, continental and regional integration, democratic governance and peace and security, among other issues, aimed at repositioning Africa to becoming a dominant player in the global arena.
First 10-year Implementation Plan (FTY-IP)	<p>The FTYIP of Agenda 2063 (2013 – 2023) is the first in a series of five 10-year plans over the 50-year horizon of Agenda 2063’s time frame.</p> <p>The purpose for developing the 10-year plans are to:</p> <ul style="list-style-type: none"> <li>• identify priority areas, set specific targets and define strategies and policy measures required to implement the FTYIP of Agenda 2063</li> </ul>

- bring to fruition the fast-track programmes and initiatives outlined in the Malabo Decisions of the AU to provide the big push and breakthroughs for Africa's economic and social transformation
- provide information to all key stakeholders at national, regional and continental levels on the expected results/outcomes for the first 10 years of the plan and assign responsibilities to all stakeholders in its implementation, monitoring and evaluation
- outline the strategies required to ensure availability of resources and capacities together with citizens' engagement in the implementation of the FTYIP.

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

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

#### 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.

#### Tripartite Free Trade Area (TFTA)

The TFTA is an initiative between three 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 African Union, 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 realizing 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 blocs to achieve the COMESA-EAC-SADC TFTA and the 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 the Africa-European Union (EU), provides an overarching long-term framework for inter-continental relations aimed at promoting economic cooperation, sustainable development, peace, security, democracy, prosperity, solidarity and human dignity for the benefit of its members.

#### Economic diplomacy

"Economic diplomacy" is the new reality in the achievement of national interests through diplomatic means and complements traditional "political diplomacy". DIRCO will use economic diplomacy to contribute in a more direct and concrete manner to achieve poverty eradication, job creation and socio-economic development and growth, primarily by utilising the resources it has in its missions abroad.

#### Belt and Road Initiative (BRI)

China's BRI aims to connect Asia, Europe and Africa along five routes. The infrastructure projects, which are part of the BRI, mostly run through some of China's poorest and least developed regions and could provide a stimulus to help cushion the effects of the deepening slowdown of the Chinese economy. China is also hoping that, by improving connectivity between its underdeveloped southern and

western provinces, its richer eastern coast, and the countries along its periphery, the BRI will improve China's internal economic integration and competitiveness and spur more regionally balanced growth. Moreover, the construction is intended to help make use of China's enormous industrial overcapacity and ease the entry of Chinese goods into regional markets.

#### Pluralistic

A pluralistic society is a diverse one, where the people in it believe all kinds of different things and tolerate each other's beliefs even when they don't match their own. Pluralism is a social philosophy that seeks to allow many different viewpoints to coexist within a larger structure. A pluralist society, system of government or organisation, contains many groups that keep their identities while also participating in the larger group.

#### Plurilateral

A plurilateral agreement is a multinational legal or trade agreement between countries. In economic jargon, it is an agreement between more than two countries, but not a great many, which would be a multilateral agreement.

#### Joint Comprehensive Plan of Action (JCPOA)

The JCPOA, more commonly known as the Iran nuclear deal or Iran deal, is an agreement on the Iranian nuclear programme between Iran and the P5+1 (the five permanent members of the UN Security Council: China, France, Russia, United Kingdom, United States (US), plus Germany) together with the EU. On 8 May 2018, former Donald President Trump announced the US' withdrawal from the JCPOA.

#### United States-Mexico-Canada Agreement (USMCA)

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

#### India, Brazil, South Africa (IBSA Fund)

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

#### Medium Term Strategic Framework (MTSF) 2019 –2024

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

The seven priorities derived from the 2019 electoral mandate and State of the Nation Address are:

- **Priority 1:** Economic Transformation and Job Creation
- **Priority 2:** Education, Skills and Health
- **Priority 3:** Consolidating the Social Wage through Reliable and Quality Basic Services

- **Priority 4:** Spatial Integration, Human Settlements and Local Government
- **Priority 5:** Social Cohesion and Safe Communities
- **Priority 6:** A Capable, Ethical and Developmental State
- **Priority 7:** A Better Africa and World.

#### 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, the Internet of Things, machine learning, artificial intelligence, genome editing, augmented reality, robotics and 3-D printing.

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

#### Regional Indicative Strategic Development Plan (RISDP)

The RISDP is a comprehensive development and implementation framework guiding the regional integration agenda of the SADC over a period of 15 years (2005 – 2020). It is designed to provide clear strategic direction with respect to SADC programmes, projects and activities in line with the SADC Common Agenda and strategic priorities, as enshrined in the SADC Treaty of 1992. The original plan was approved by the SADC Summit in 2003. 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
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
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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 Cooperation Agreement
TNPW	Treaty on the Prohibition of Nuclear Weapons
U	
UN	United Nations
UNDP	United Nations Development Programme
UNSC	United Nations Security Council
W	
WEF	World Economic Forum
WIPO	World Intellectual Property Organisation
WTO	World Trade Organisation

## 11. ANNEXURE "A"

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

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
Strengthen multilateralism through membership fees and contributions	South Africa's memberships fees paid in full on time	Not available	100% of membership fees paid in full and on time

