

A low-angle photograph of a modern university building with a flagpole and decorative grasses in the foreground. The building features a series of tall, slender columns and a large, overhanging roof structure. A flagpole with a flag is visible on the left side of the building. The foreground is filled with tall, golden-brown grasses. The sky is blue with scattered white clouds.

REVISED
STRATEGIC PLAN
2015 – 2020

Department of International Relations and Cooperation (DIRCO)



international relations & cooperation

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA



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REVISED STRATEGIC PLAN

2015 – 2020



Maite Nkoana-Mashabane
Minister of International Relations and Cooperation

FOREWORD

The National Development Plan (NDP) is an overarching vision of the South Africa we aspire to achieve by 2030. In this context, our foreign policy is predicated on the country's domestic imperatives. We endeavour to address the triple challenges of poverty, inequality and unemployment through the implementation of an independent foreign policy within a highly dynamic and greater complex international environment.

The Department of International Relations and Cooperation (DIRCO) will build on the achievements we have recorded since the dawn of democracy 22 years ago. This momentum will drive us to work towards the realisation of the NDP Vision 2030 and its development trajectory. We commit to do so, well aware of the challenging environment within which foreign policy is implemented.

The conduct of our international relations encompasses engagements with foreign governments, citizens and non-state actors at various levels such as bilateral state-to-state and multilateral relations. However, our international relations work is centred on the conduct of our bilateral political and economic relations which involve all spheres of government and related non-state actors. In this regard, South Africa will continue to strengthen political and economic relations with a view to address its domestic challenges and pursue continental aspirations.

Our global footprint enables us to further strengthen our bilateral relations and identify new areas of cooperation with host countries. Accordingly, South Africa will continue to implement its economic diplomacy strategy aimed at promoting the country as a trade and investment destination, thereby attracting foreign direct investment and boosting its tourism sector, among others.

We are required by the NDP to build a resilient economy which will contribute towards creating a working nation in order to narrow and eventually eliminate the gap between rich and poor. It must be stated that our national priorities as contained in the NDP are inextricably linked to the aspirations of the African continent, hence our continued commitment to implement the New Partnership for Africa's Development (NEPAD) priority programmes and projects.

Further, bilateral economic and political relations are very important in the pursuit of our multilateral objectives. Simply put, bilateral engagements are also utilised to build cooperative relations between nations in pursuit of common multilateral goals.

In the same vein, South Africa continues to place the importance of cooperation over competition as it endeavours to cooperate with its partners to address domestic

imperatives such as unemployment, inequality, land reform, education, health and the fight against crime. It must be underscored that we broadly locate our needs within regional and continental aspirations which we equally pursue through cooperative partnerships.

In essence, South Africa's national interests are broadly defined to encompass the needs and aspirations of the southern African region and the African continent.

Thus the NDP is linked to the Southern African Development Community (SADC) development mechanism, the Regional Indicative Strategic Development Plan, and the continental programme as encapsulated in the African Union's (AU) Agenda 2063 Vision and trajectory.

The integration of SADC remains critical as was the importance of regional reconstruction during our early years of democracy. We are confident that the launch of the SADC-Common Market for Eastern and Southern Africa-East African Community Free Trade Area in June 2015 has provided the requisite impetus to speed up regional integration and build momentum towards continental integration. It is our collective regional responsibility to ensure political stability in order to boost regional economic prosperity.

Similarly, Agenda 2063 requires collective efforts to strengthen the organs of the AU, particularly the commission, which should be empowered to play a central role in the implementation of this continental development plan. South Africa believes that Agenda 2063 can be realised not only in conditions of peace and security but also within an environment which entrenches good economic and political governance. In this regard, the African Peer Review Mechanism (APRM) must be utilised to assist member states to promote good governance within their borders. We will continue to urge countries which have not yet acceded to the APRM to do so.

The continent has come a long way in finding solutions to its own challenges. Efforts to establish the African Standby Force (ASF), which will replace the African Capacity for Immediate Response to Crises, are advancing steadily. This follows the AMANI Africa Field Training Exercise II, held on South African soil in 2015 to test the readiness of our forces prior to the launch of the ASF. South Africa is committed to the AU's resolve to silence the guns by 2020 and believes that this is achievable if we act collectively.

The department's efforts to establish the South African Development Partnership Agency to coordinate South Africa's outgoing development assistance are at an advanced stage. We are conscious of the inherent delays due to national processes which could not be surpassed.

South Africa pursues the African Agenda, conscious that the Global System of Governance is not efficient and representative of all the people and demographics of the



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**Deputy Minister of International Relations
and Cooperation**



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world. The United Nations (UN) does not mirror the current global political and economic configuration.

While these are issues that require long-term engagements, we were satisfied by the outcomes of the December 2015 UN Climate Change Conference, held in Paris, which will enable us to deal with pressing climate issues. It is important that the Paris Agreement is implemented without delay, considering the threat to human life erratic and persistent weather conditions have already posed.

In 2015, South Africa participated in the drafting and adoption of the sustainable development goals (SDGs). It is heartening to reflect that the 17 SDGs are not only linked to Agenda 2063 but are also mirrored in the NDP. We must, however, underscore that socio-economic development, be it at regional and or international level, will be undertaken in a democratic environment which responds to the need of the people. The UN's current form is undemocratic and unrepresentative of the aspirations of its membership, particularly the poor and the marginalised. We continue to advocate for its reform because of the necessity to restore the organisation's legitimacy and boost its effectiveness in addressing challenges facing humanity.

We attach great importance to our cooperative partnerships with countries of the South. South Africa shares a history of solidarity and current developmental challenges with most African countries and the global South. South-South cooperation remains critical for advancing our collective aspirations.

Our historic partnerships with countries of the South have been further entrenched with the establishment of the Brazil, Russia, India, China and South Africa (BRICS) New Development Bank (NDB) in 2015. We shall spare no energy in ensuring that the NDB commences with its operations in the future. The bank will assist developing countries

to implement identified projects and fund them on our own terms and conditions. In this regard, Africa will gain access to resources for the implementation of NEPAD priority projects such infrastructure, information and communications technology, water and sanitation, industrialisation and beneficiation, among others.

Our resolve to strengthen relations with strategic partners of the North in order to pursue the African Agenda and the Agenda of the South cannot be overemphasised. In this regard, strategic partners of the North are well placed to assist us in narrowing the gap between the rich North and the poor South with a view to diminish the two extremes in the long term. We will continue to participate in formations such as the European Union-Africa Partnership and the Group of G20.

South Africa remains committed to providing assistance to developed countries, particularly in the European region in dealing with the challenges posed by the influx of immigrants onto their shores. It must be underscored that efforts will be directed to address push factors while strategies are being employed to manage the immediate challenges of migration.

The country has recorded considerable foreign policy strides over the past 22 years, however, more still needs to be done. It is therefore important that the department continues to further entrench communication with our domestic and foreign audiences to ensure that they appreciate the strides we are making in the purview of our work.

In 2015, I launched the South African Council on International Relations (SACOIR), which brings together a wide range of non-state actors in the field of international relations. SACOIR began its work in earnest and by the end of last year, it had started providing DIRCO with valuable foreign policy advice. I am looking forward to the council's continued assistance in future.





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REPUBLIC OF SOUTH AFRICA



FOREWORD

I am honoured to present the Revised Strategic Plan 2015 – 2020 of the Department of International Relations and Cooperation (DIRCO). The Strategic Plan is predicated on the National Development Plan (NDP), which serves as the Government's overarching plan and trajectory of where South Africa wishes to be by 2030. The key elements of the NDP are further outlined in the 2014 – 2019 Medium-Term Strategic Framework (MTSF), which seeks to detail the current Administration's areas of policy implementation and focus over the medium-term period.

The MTSF consists of 14 strategic outcomes and DIRCO is required to deliver on Outcome 11, which enjoins the department as the custodian of South Africa's foreign policy, to work towards "Creating a Better South Africa and Contributing to a Better and Safer Africa in a Better World". The Revised Strategic Plan 2015 – 2020 was developed taking into account the unpredictable nature of the international environment. The department spent a considerable amount of time and energy in identifying inherent risks as well as mitigation strategies to leverage existing opportunities.

In 2015, we completed the implementation of the department's realigned structure, which enables us to further ensure value for money and effective implementation of the department's mandate. In this context, the department has strengthened its mitigation to minimise the impact of tight fiscal conditions while delivering on its mandate as set out in the department's strategic objectives.

The NDP emphasises the need to build a resilient economy. As a result, the department has incorporated economic diplomacy training into the diplomatic training programme, which seeks to capacitate officials for diplomatic postings abroad.

With regard to DIRCO's international engagements, the creation and maintenance of a peaceful, stable and prosperous Africa, as outlined in Agenda 2063, remains the thrust of its foreign policy. We are conscious of the fact that prosperity can only be achieved under conditions of peace and stability. South Africa will therefore continue to support continental efforts to establish and operationalise the African Standby Force, which will replace the African Capacity for Immediate Response to Crises and its Rapid Deployment Capability in the long term.

On the development front, the New Partnership for Africa's Development (NEPAD) remains the continent's socio-economic programme through which it seeks to achieve collective prosperity. President Jacob Zuma will continue to champion the NEPAD infrastructure programme and DIRCO will provide the necessary support and ensure that South Africa contributes to the continent's development. The Presidential



Ambassador JM Matjila
Director-General of the Department of International Relations and
Cooperation

Infrastructure Champion Initiative provides impetus towards achieving the African Union's mandate in pursuit of continental integration as contained in Agenda 2063.

Engagement with countries of the South will be further entrenched through participation in bilateral and multilateral forums. South Africa is an active member of the Non-Aligned Movement; Group of 77; Brazil, Russia, India, China and South Africa (BRICS); India-Africa Forum; Korea-Africa Forum; the Africa-Turkey Forum; and India, Brazil and South Africa (IBSA).

The establishment of the BRICS New Development Bank in 2015 ushered in an era of alternative sources of funding, which will be disbursed on the terms developing countries agree upon. Furthermore, South Africa will assume the chairship of the Indian Ocean Rim Association in 2017 and therefore economic cooperation among Indian Ocean countries will be intensified.

Similarly, South Africa will persist with its advocacy for a reformed system of global governance in order to address the challenges facing humanity. This reform must not be limited to the political governance institutions but should include reform of the global financial architecture.

DIRCO's activities, as contained in the Strategic Plan, further demonstrate South Africa's commitment to improve relations with the identified anchor states of the South without negating our strategic partnership relations with formations of the North. These include our commitment to Africa's strategic partnerships such as the Africa-Europe Strategic Partnership and the Tokyo International Conference on Africa's Development.

In this regard, DIRCO's strategic objectives, which were reconsidered and approved by management and political principals, are as follows:

- Enhanced African Agenda and Sustainable Development
- Strengthen Political and Economic Integration of the Southern African Development Community
- Strengthen South-South Relations
- Strengthen Relations with Strategic Formations of the North
- Participate in the Global System of Governance
- Strengthen Political and Economic Relations.

The attainment of these objectives is supported by a realigned organisational structure comprising a fully capacitated, efficient, effective and professional staff complement.

I will be failing in my duties not to recognise the professional services of the department which are rendered by State Protocol, Public Diplomacy, the Office of the Chief State Law Adviser and Consular Services. They indeed remain indispensable in the pursuit of our foreign policy objectives. These services benefit both the department's political principals and South Africans in general.

The professional functioning of the department would not have been possible without the political leadership and guidance from Minister Maite Nkoana-Mashabane and Deputy Ministers Nomaindiya Mfeketo and Luwellyn Landers. For this, we thank them most sincerely. Finally, as we table this Strategic Plan to Parliament, we also commit ourselves to its implementation and to serve the people of South Africa to the best of our ability.



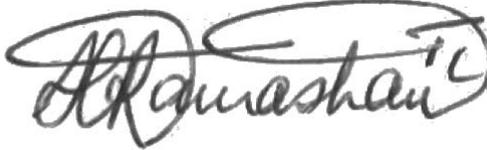
Ambassador JM Matjila
Accounting Authority
Department of International Relations and Cooperation



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic 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 strategic outcome-oriented goals and objectives which DIRCO will endeavour to achieve over the period 2015 – 2020.

Chief Financial Officer: Deputy Director-General: Mr C Ramashau	Signature: 
Head Official responsible for Planning: Chief Operations Officer: Ambassador E Saley	Signature: 
Accounting Officer: Director-General: Ambassador JM Matjila	Signature: 
Approved by: Executive Authority: Minister Maite Nkoana-Mashabane	Signature: 







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PART

A

STRATEGIC OVERVIEW



1. Vision

The Department of International Relations and Cooperation's (DIRCO) vision is championing an African continent which is prosperous, peaceful, democratic, non-racial, non-sexist and united and which aspires to a world that is just and equitable.

2. Mission

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

3. Values

DIRCO adheres to the following values:

- Patriotism
- Loyalty
- Dedication
- Ubuntu
- Batho Pele
- Constitutional Values (Chapter 10).

4. Legislative and other mandates

4.1 Constitutional mandates

The Constitution of the Republic of South Africa, 1996 is the supreme law of the Republic and all law or conduct inconsistent with it is invalid. The President is ultimately responsible for South Africa's foreign policy and it is the President's prerogative to appoint heads of South Africa's diplomatic missions, receive foreign heads of diplomatic missions, conduct inter-state relations and enter into international agreements.

The Minister of International Relations and Cooperation (Minister), in accordance with her Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's foreign policy. The Minister assumes overall responsibility for

all aspects of South Africa's international relations in consultation with the President. In practice, the Minister consults the Cabinet and individual Cabinet ministers on aspects of importance, as well as on cross-cutting issues that have a bearing on the programmes of other ministries and departments.

Oversight and accountability in the formulation and conduct of South Africa's foreign policy are vested in the Parliamentary Portfolio Committee on International Relations and Cooperation.

4.2 Legislative mandates

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.

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.

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.

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.

4.3 Policy mandates

The *Measures and 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.



The South African Council on International Relations (SACOIR), approved by Cabinet and established in 2015, provides a consultative platform for engagement of non-state actors in South Africa's international relations.

The National Information Security Policy, approved by Cabinet in 1996, provides the minimum standards for security.

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.

Foreign Service Dispensation (FSD) is implemented in terms of the provisions of Section 3(3) (c) of the Public Service Act, 1994 (Act 103 of 1994), as amended, and is applicable to designated employees who serve in a foreign country at a South African mission abroad and fall within the scope of the Public Service Coordinating Bargaining Council. The FSD consists mainly of two measures, namely remunerative measures (South Africa) and compensatory measures and other foreign-service benefits at the missions.

4.4 Relevant court rulings

A current and relevant judgment was handed down by the Supreme Court of Appeal in *Government of the Republic of South Africa & Others v Von Abo 2011 (5) SA 262 (SCA)*, where the court was, among other things, called upon to consider whether South African citizens have the right to diplomatic protection. The Supreme Court of Appeal answered this question in the negative and determined that citizens merely had the right to request government to provide diplomatic protection and that government had an obligation to consider such a request. The court held as well that government was required to act rationally and in good faith but that the failure to do so would not give rise to liability in damages resulting from the conduct of a foreign state.

4.5 Planned policy initiatives

The department intends to enhance its operational capacity in two key areas in the medium term:

- The first of these relates to policy development in relation to outgoing development cooperation. On 2 December 2009, the South African Cabinet approved the proposal from DIRCO for the establishment of the South African Development Partnership Agency (SADPA) as the body to manage, coordinate and facilitate all South African official outgoing development cooperation programmes and projects. On 14 July

2013, the proclamation on the creation of the SADPA was gazetted. This process provided the legal authority for establishing the agency for the purpose of managing all South Africa's outgoing development cooperation and the Partnership Fund for Development (PFD). The PFD will replace the African Renaissance and International Cooperation Fund Act, 2001 as the mechanism for funding development-cooperation initiatives. The new Bill will enhance the utility of the fund and also improve substantially the governance of funding mechanisms. Furthermore, the department has completed a draft strategic framework and policy guideline for all outgoing development cooperation administered under the agency.

- The second policy initiative is based on the recognition that the department conducts its affairs and operations in a global environment, with circumstances and conditions which are often vastly different and diverse from the policy context within South Africa that governs the Public Service. Hence, the department has tabled the Foreign Service Bill (FSB) to cater for the unique work environment in which it operates, and which allows the department to fulfil its administrative and management responsibilities within the framework of South African legislation, but creates the necessary flexibility to address the challenges posed by it operating at a global level. The FSB was tabled and approved by Cabinet in August 2015 and has been submitted to Parliament for the required consultation and legislative approval.

5. Situational analysis

DIRCO remains committed to build on the progress achieved in the first 22 years of democracy, while recognising that more needs to be done, particularly through implementing the National Development Plan (NDP). The NDP aims to eradicate poverty, increase employment and reduce inequality by providing a vision and the framework for achieving a radical socio-economic transition by 2030. The Medium Term Strategic Framework (MTSF) is structured around 14 priority outcomes, including Outcome 11: "To Create a Better South Africa and to Contribute to a Better and Safer Africa in a Better World". The vision we aspire to is one where South Africa, informed by its national interests, is a globally competitive economy and an influential and leading member of the international community. South Africa therefore actively promotes and contributes to sustainable development, democracy, the rule of law, human rights, and peace and security.

International relations are conducted against a long and rich history of diplomacy between states. Diplomatic norms and practices that have developed across cultures and political ideologies are now widely observed. The Minister of International Relations and Cooperation is tasked to formulate, promote and execute South Africa's foreign policy.



The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. The department is the principal adviser on foreign policy and lead coordinator and manager of South Africa's international relations and cooperation. DIRCO coordinates the international relations activities of all spheres of government through direct engagement and through mechanisms such as interministerial committees and the Coordinating Forum on International Relations.

5.1 Performance environment

South Africa's foreign policy is therefore conducted not only against the background of domestic dynamism, but within an ever-changing regional and global political as well as economic environment. Global dominance by Europe and the United States of America is set to be reversed by the rise of Asian powers and the emergence of influential countries in Africa and Latin America, leading to a multipolar world. The drivers of globalisation will comprise new actors with different values. This is compounded by the human race growing older and richer with an increase in the middle class and widening gap of inequalities in modern societies. South Africa must shape its domestic and foreign policies to respond and adapt to global trends that are influencing the international system and therefore impacting on its pursuit of national interest.

South Africa is fully cognisant of the fact that the rise of new economic powers is influencing a shift in the balance of the global distribution of power, resulting in the formation of new economic and political groupings. For most of the past 15 years, emerging markets led by the Brazil, Russia, India and China (BRIC) economies have driven global growth. Emerging markets accounted for more than half of global gross domestic product (GDP) growth over that period as the BRIC economies notched up economic growth rates in double digits. Certain middle and regional powers have emerged as pivotal states through like-minded alliances and power blocs. These new powers challenge the established political order and place pressure on international organisations to reflect new political realities or risk irrelevance. The process of globalisation has had major implications for cultures. A proliferation of values and interests provides alternative opportunities for collaboration as well as competition alongside traditional alliances. Alternative norms, economic and development models compete for global acceptance with the post-World War II neo-liberal paradigm. However, vested power interests are opposed to the diminution of their power or perceived threats to their norms and interests.

The growth of the South African and the African economy is increasingly linked to emerging economic powers. It should, however, be underscored that poor countries are priced out of global markets due to high trade costs that hamper the economic potential of many

of the poorest nations. Further, landlocked, remote and small economies continue to be marginalised by high costs of doing business, particularly trade in agricultural products. The difficulties experienced by small- and medium-sized enterprises undermine this sector's growing role of poverty eradication and employment creation.

Globalisation continues to shape the world at an accelerating pace. Governments, people and business are interlinked across the borders of nation-states, resulting in a growing interdependence. Unsustainable levels of sovereign and private debt, global economic imbalances, climate change and insecurity are bringing the vulnerabilities of globalisation to the fore. In this regard, the increased interdependence of countries and people is a fact of global life which is not matched by efforts to strengthen global governance, resulting in a more fragile and unpredictable world within which South Africa conducts its foreign policy engagements. Although there has been a shift in economic and political power distribution to Asia, the world economy is more vulnerable to challenges brought about by globalisation processes.

Climate change continues to impact negatively on African economies. In this regard, the African poor are exposed to climate change-related hazards in the areas of agriculture and water supply. Erratic rainfall affects African production negatively, resulting in the low production of annual crops such as cereals and cotton, or perennial crops like coffee, cocoa and palm oil. It should be underscored that climate change is a matter of life for underdeveloped countries and less to do with industrialisation.

Rapid economic growth and transformation which contributed to improved living conditions for millions of African people over the past decade could be reversed by climate change, rapid urbanisation and high migration, among others. In this regard, African states remain fragile although more than two-thirds of African countries have strengthened the quality of governance and delivery of basic services, and increased economic opportunities for citizenry.

The recent global economic crisis accelerated the shift in the balance of political and economic power towards the emerging economies and it is expected that this trend will continue. The rules and institutions of the 20th century global economic and trading system are in a state of transition. Trading patterns show a shift to new markets, with a notable growth in South-South trade between the emerging economies. Furthermore, the effects of this deceleration are apparent around the world, in volatile markets, flat commodity prices and more difficult times for doing business in the emerging world. Regional and preferential trading arrangements are proliferating, leading to increased pressure on developing countries to choose between bilateral trade arrangements and multilateral groupings that promote collective strength in challenging unfair trade regimes.



A lack of adequate infrastructure and industrial capacity remains a significant obstacle to stimulating intra-African regional trade. It is important to implement regional and continental plans to enhance the level of intra-African trade from the current levels of about 10% to 13% to 25% or more within the next decade, and thereby make intra-African trade an important driver of development and regional integration in Africa as is the case in other regions of the world such as the European Union and Asia. The Tripartite Free Trade Area initiative therefore covers 26 African countries, representing more than half of African Union membership, with a combined population of 530 million (57% of Africa's population) and a total GDP of \$630 billion or 53% of Africa's total GDP.

It took hundreds of thousands of years for the world population to grow to one billion, and in just another 200 years or so, it grew sevenfold. In 2011, the global population reached the seven billion mark, and it is projected to climb to over nine billion by 2050, (United Nations Population Fund). The growth is unevenly skewed across the wealth lines with the developed world tending towards an aging population and developing countries generally experiencing a youth bulge. The population in sub-Saharan Africa alone is predicted to grow from less than a billion in 2000 to almost two billion in 2050 (National Intelligence Council). This demographic pattern has huge social and political impact as well as serious economic consequences. This includes pressure on the sustainability of welfare systems, vital natural resources, infrastructure, services and the labour market. Countries who fail to adequately address skills development and youth employment carry serious risks of social and political instability. Economic migration, both documented and undocumented, presents major challenges to states and communities that experience a measure of economic growth. Given the rising perception that multiculturalism is failing, there is the attendant risk of increased sectarianism, xenophobia, racism and insecurity. Economic migration also fuels the global pattern of people leaving rural areas in search of a better life. It is estimated that more than half of the world's population is now urbanised. However, infrastructure and the provision of socio-economic services lag behind the urban population boom, leading to an increase in the number of megacities, particularly in developing countries.

The impact of the recent global economic crisis on developed country economies and a consequent rise in nationalistic and conservative governments have had an impact on development assistance to developing countries. Development aid rose by 6,1% in real terms in 2013 to reach the highest level ever recorded, despite continued pressure on budgets in Organisation for Economic Cooperation and Development (OECD) countries since the global economic crisis. Donors provided a total of US\$134,8 billion in net official development assistance (ODA), marking a rebound after two years of falling volumes, as a number of governments stepped up their spending on foreign aid. However, a trend of a falling share of aid going to the neediest sub-Saharan African countries looks likely

to continue (OECD). The global economy was focused to grow by 2,8% in 2015 and is expected to improve moderately to 3,2% in 2016 – 2017 while developing country growth decreased to 4,4% in 2015 although it is expected to improve to 5,3% in 2016 – 2017.

Rapid innovation in information and communications technology has transcended international boundaries and regulatory systems, empowering the rapid flow of information, ideas and capital across the world. Rapid technological change has created social media networks that are changing the manner in which societies connect with each other (e.g. during the Arab Spring). The convergence of information platforms, global mass media and social networks empowers the free flow of information and ideas, which has an impact on governance, economic activity and mobilisation across social, cultural, religious and national boundaries. It has also empowered advocacy groups pursuing political and socio-economic change. Governments will be faced with the increased tension between upholding freedom of speech and expression while seeking to manage the flow of information and possible state and non-state threats, including cyberterrorism. It can be deduced that a revolution in technologies and their applications has contributed to transformation of almost every aspect human life.

Countries that are dependent on oil and gas will remain vulnerable to energy shocks and instability in oil-producing regions. Increased energy demands carry the potential of inter- and intra-state competition, thereby heightening the risk of tension over access to this and other strategic resources, especially in disputed territories. Such tense competition has geopolitical implications as the major powers and emerging powers vie to secure resource supplies for economic growth. It should be underscored that oil prices appear to have found some stabilisation although there has been a sharp decrease in unconventional oil production capacity in the United States of America, but are likely to remain low.

The conflict between environment and development is felt most keenly in the climate change negotiations where political, social and economic battle lines have been drawn. Balancing costs and needs in the short term and long term to address environmental and developmental priorities will require social, economic and political compromises by all parties. This will challenge the existing consensus-based multilateral negotiation system as well as underlying concepts such as “developed country”, “developing country” and “common but differentiated responsibilities”.

The promotion and preservation of international peace remains an important prerequisite for stimulation of socio-economic development. However, the Middle East and North Africa have overtaken South Asia in 2014 as the most violent region in the *Global Peace Index*. Europe is still regarded as the most peaceful region in the world due to fewer



domestic and external conflicts. Moreover, modern conflicts have shown the limitations of hard power, yet many countries continue to increase their military strength because military power and participation in the space race are seen as symbols of great power status. Due to disruptions in economic activity and political instability, intra-state conflict continues to frustrate sustainable development. The historical concepts of sovereignty and non-interference in domestic affairs are coming under legal scrutiny in the search for suitable responses for intervention. Consensus in this regard is challenged by the increased unilateral use of military intervention and regime change under the cover of humanitarian intervention and the “responsibility to protect”. The many flashpoints across the world continue their cycles of violence due to a failure to address the underlying causes of conflict. Sustainable peace requires inclusive processes of dialogue and reconciliation and a shared commitment to reconstruct viable polities.

South Africa is implementing its diplomacy of Ubuntu towards achieving its national interests within this very complex and dynamic environment. Central to South Africa’s national interest is to address the triple challenges of eradicating poverty, unemployment and inequality. While developing its people and creating prosperity, South Africa’s national interest is, however, not framed in narrow nationalistic terms and recognises the importance of others in the region and on the continent.

In this uncertain global environment, in which there is a growing emphasis on pursuing national interests at the expense of the global good, there are greater demands on

DIRCO’s human and financial resources. The NDP recommended a thorough analysis of the political and economic costs and benefits of South Africa’s strategic representation and actions abroad.

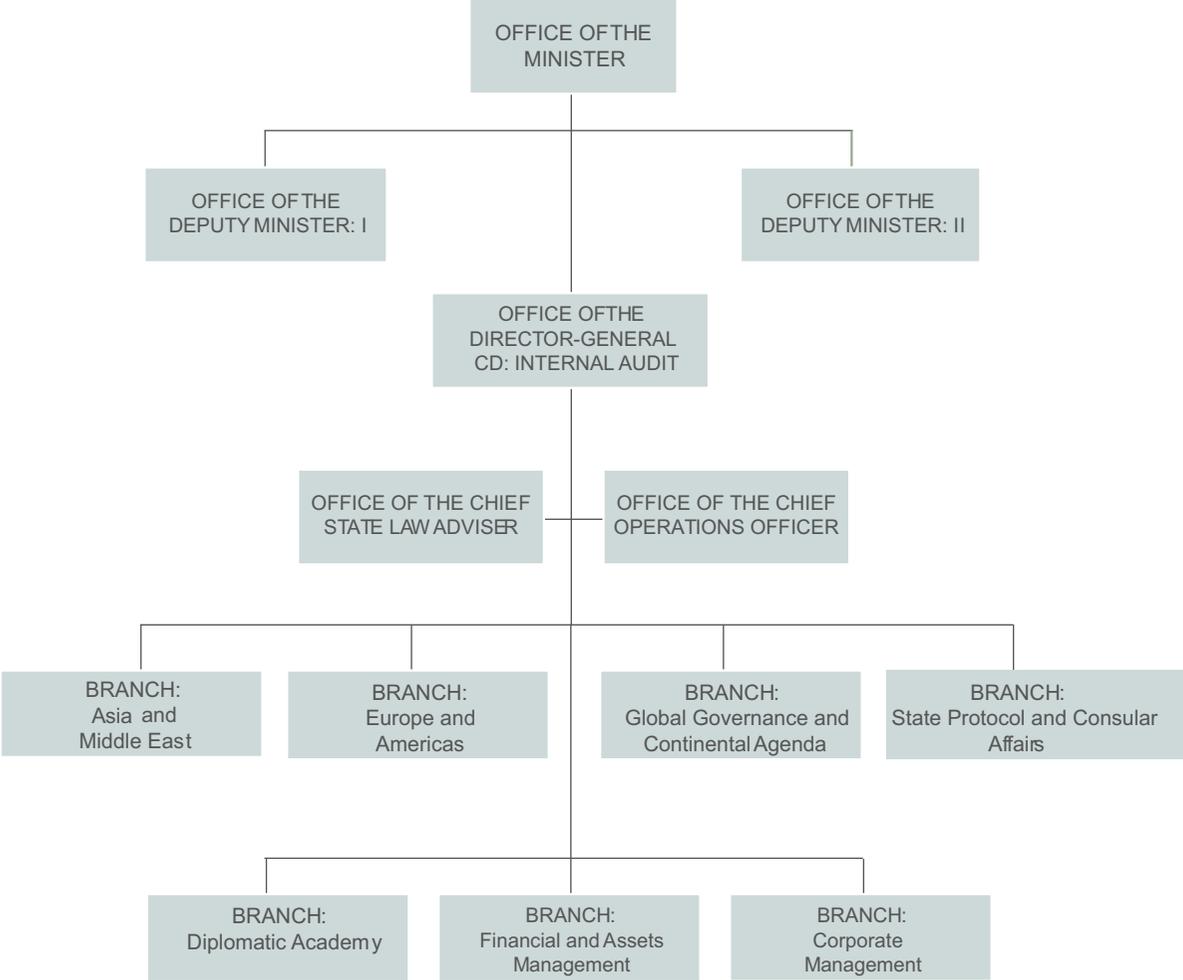
In this interconnected global village, the success of South Africa’s foreign policy is also the *sine qua non* for achieving South Africa’s domestic priorities.

5.2 Organisational environment

South Africa operates in a dynamic environment that encapsulates varying legislative and monetary regimes that impact on its foreign policy operations. South Africa maintains diplomatic relations with countries and organisations through 125 missions in 107 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa. Our diplomatic and consular missions implement South Africa’s foreign policy to enhance its international profile, and serve as strategic mechanisms for the achievement of national interests. In addition, training and policy analysis remain of strategic importance for the execution of DIRCO’s mandate. DIRCO is in the process of implementing its newly aligned organisational structure, to enable the department to be in a position to achieve its strategic objectives.



High-level organisational structure



5.3 Strategic planning process

South Africa’s presidents and ministers have enunciated the principles underlying South Africa’s foreign policy since 1994 in various fora, including the State of the Nation addresses.

DIRCO’s current Strategic Plan reflects these enduring principles which have been formulated through the following integrated and consultative process:

- the NDP, which outlines Government’s 2030 Vision
- the Cabinet’s MTSF document formed the high-level anchor around which the Strategic Plan was developed
- the national priorities also informed the development of the Strategic Plan
- priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11
- high-level guidance provided by the President, Cabinet and the Executive Authority of DIRCO
- the Director-General and deputy directors-general of DIRCO provided more detailed and specific strategic guidance and input after a Director-General’s Forum Strategic Planning Session
- the branches within DIRCO consulted internally, held their own strategic planning sessions utilising the high-level guidance provided, and made individual branch contributions to the document
- the strategic objectives of DIRCO and sub-outcomes of Outcome 11 were aligned
- considering the feedback provided by the Department of Performance Monitoring and Evaluation on the first draft.

6. Strategic outcome-oriented goals of the institution

The strategic outcome-orientated goal of the department is informed by the NDP 2030 Vision as emphasised in the MTSF, Outcome 11 stating “South Africa promotes and contributes to sustainable development, democracy, the rule of law, human rights and peace and security, within a safe, peaceful and prosperous southern Africa region and Africa as well as a fair and just world”.

The strategic outcome is to contribute to addressing South Africa’s domestic challenges with a specific focus on the priorities identified for this mandate period. It is also to contribute to the creation of a better Africa and a better world, guided by the values in South Africa’s Constitution and in line with the Delivery Agreement on Outcome 11 and the MTSF 2014 – 2019.

Strategic outcome-oriented goal	Goal statement
To create a better South Africa and contribute to a better and safer Africa in a better world	Protect, promote and advance South Africa’s national interests and constitutionally entrenched values through bilateral and multilateral engagements
	Contribute to continental and global development, security and human rights for all through identified processes, mediation, peace support, post-conflict reconstruction efforts of multilateral institutions, structured bilateral mechanisms and multilateral engagements
	Promote multilateralism to secure an equitable rules-based system of global governance responsive to the needs of Africa and developing countries





PART

B

PROGRAMME AND SUB-PROGRAMME PLANS



PROGRAMMES AND SUB-PROGRAMMES

7. PROGRAMME 1: ADMINISTRATION

Purpose

Provide strategic leadership, management and support services to the department.

Description

The Office of the Minister and Deputy Ministers (Ministry): Provides planning, administrative and coordination support to the Minister and the Deputy Ministers in their provision of political leadership with regard to the formulation, promotion and execution of South Africa's foreign policy.

Departmental Management: Provides strategic and administrative support to the Director-General (DG) as he assumes overall responsibility for the management of the department and ensures that the department complies with all statutory requirements and has an effective and efficient system of internal control in place. The strategic support under the Chief Operations Officer comprises the management of the department's Strategic Planning, Monitoring and Evaluation; Gender and Diversity Management; Organisational Development; Change Management; and Service Delivery Improvement Programmes.

Corporate Services: Seeks to provide effective, efficient and economical support services for the successful implementation of the mandate of the Department of International Relations and Cooperation (DIRCO) with regard to Finance, Supply Chain Management, Property and Facilities Management, Information and Communications Technology (ICT), Human Resource (HR) Management and Security Services.

Diplomatic Training, Research and Development: Provides and enhances diplomatic skills and a professional language service in pursuit of South Africa's national interests. Conducts sound research and analysis, through stakeholder interaction, on global trends and their drivers to inform strategic policy formulation.

7.1 Strategic objectives

Strategic objective	Objective statement	Baseline	2020 target
To implement effective HR management to ensure that adequate and sufficient skilled resources are in place and that performance is monitored	Support the department to achieve its strategic objectives by facilitating HR processes to ensure an effective, efficient, economical and fully capacitated department in line with applicable legislative framework	Vacancy rate is 14,8% 99,6% signed performance agreements for Senior Management Service (SMS) filed	Reduced vacancy rate within the minimum national average of 10% Performance review and annual assessment completed at the agreed time
To provide an intergrated ICT system that enables delivery of the department's mandate	To provide and manage a secure ICT infrastructure by strengthening availability, reliability, confidentiality and integration of information and communications systems	Disintegrated business systems 97% of network connectivity availability Obsolete ICT infrastructure	Fully integrated, converged and secure information and communications system



Strategic objective	Objective statement	Baseline	2020 target
Effective management of resources through sound administration and good governance	To effectively and efficiently manage resources through compliance with prescripts in support of the department's strategic objectives	Qualified audit	Unqualified audit
Accredited training, research and institutionalised mediation capacity	To deliver quality training for the development of highly capable and professional diplomats from South Africa and other countries of the South in pursuit of South Africa's national interest	Three training programmes accredited (Foreign Assistant Attaché Course, Mission Administration Course and Diplomatic Training) ISO 9001: CERTIFIED	Three training programmes meet the accreditation standards Maintain ISO certification for the quality Management System
	Analyse global trends and their drivers through stakeholder engagements and inform principals of the foreign policy implications for South Africa	23 stakeholder engagements in support of foreign policy The Policy Research and Analysis Unit produced four research papers on a number of key geostrategic issues	Appraise and advise principals of unfolding foreign policy developments in support of departmental and government objectives through 15 stakeholders engagements and four research papers per annum

Justification	Effective organisational planning, supported by sound financial and HR management, is critical to the achievement of DIRCO's strategic objectives and is in accordance with the relevant legislative prescripts
Links	<p>Management of Performance Assessment Tool (MPAT)</p> <p>National Development Plan (NDP): A well-run and effectively coordinated state institution with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritising the nation's developmental objectives. This will enable people from all sections of society to have confidence in the State, which in turn will reinforce the State's effectiveness.</p> <p>Medium Term Strategic Framework (MTSF): Outcome 12 An efficient, effective and development-oriented public service</p>



7.2. Resource consideration

	2016/17	2017/18	2018/19
Medium Term Expenditure Framework (MTEF) allocations (in billions)	1,458,7	1,520,7	1,634,1

7.3. Risk management

RISK	MITIGATION STRATEGIES
Inadequate implementation of ICT governance processes	Develop and implement the Corporate Governance of ICT Charter and Policy
Outdated and inadequate knowledge and information management system	Master Systems Review Establish a knowledge management system and appoint knowledge management officials
Limited availability (skills scarcity) of appropriate HR Exiting of experienced senior management from the department	Provide internship, learnership and cadet programmes with the aim of recruitment Build internal capacity through the inclusion of skills transfer in all service level agreements for outsourced services Recruitment process to target required skills Provide training to achieve the department's strategic objectives Develop and implement a staff retention plan
Inadequate compliance with the Minimum Information Security Standards	Implementation of the Security Policy Development of a Security Compliance Strategy Implementation of the Security Plan
Non-compliance with procurement processes, policies and procedures	Implement and monitor the departmental supply chain management policies and procedures Continuous training and information-sharing

8. PROGRAMME 2: INTERNATIONAL RELATIONS

Purpose:

Promote relations with foreign countries.

Description:

Strengthen political and economic relations: Bilateral political and economic engagements establish an important basis for strengthening political and economic partnerships in the various regions of the world. These remain important vehicles for cooperation and promoting South Africa's national priorities. The national priorities of government as well as the needs of Africa (such as the New Partnership for Africa's Development [NEPAD]) as espoused in the NDP are also pursued in bilateral relations. Focus is also placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential and opportunities.

Sub-programmes Africa; Americas and the Caribbean; Asia and the Middle East; and Europe: Contribute to the realisation of the national priorities through strengthened bilateral cooperation with individual countries of the South and the North; prioritising increased exports of South African goods and services; increase foreign direct investment (FDI) with technology transfers into value-added industries and mineral beneficiation; as well as increased inbound tourism and skills enhancement. These objectives link to the strategic objective of strengthening South Africa's political, economic and social relations with targeted countries through the outcomes of structured bilateral mechanisms and high-level visits to reflect



national priorities, the African Agenda and the Agenda of the South.

Sub-programme: Strengthen political and economic integration of the Southern African Development Community (SADC): The integration of SADC remains critical for the economic development of the region and for South Africa's global competitiveness. South Africa will support the implementation of the Regional Indicative Strategic Development Plan to enhance the socio-economic development of the region. For building greater productive and export capacity and global competitiveness across the region, it is necessary to advance a developmental integration agenda in southern Africa, combining trade integration, infrastructure development and sector policy coordination. It is essential to strengthen political cohesion within SADC, through the alignment of interlinking and interconnected regional peace and security objectives, as well as ensuring political stability and economic viability through strengthening governance and institutional capacity within SADC.

8.1 Strategic objectives

Sub-programmes: Africa; Americas and the Caribbean; Asia and the Middle East; and Europe

Strategic objective	Objective statement	Baseline	2020 target
South Africa's political, economic and social relations strengthened and consolidated	<p>To consolidate and strengthen bilateral relations in the advancement of national priorities</p> <p>Outcomes of economic diplomacy activities to increase value-added exports; increase FDI to priority sectors (NDP and Industrial Policy Action Plan); promote tourism and South Africa's image abroad; removal of non-tariff barriers; and attract official development assistance (skills enhancement and technical assistance) through priority sectors</p>	<p>Facilitated 29 structured bilaterals (joint bilateral commissions, joint commissions for cooperation, bi-national commissions, etc.) to promote national priorities, the African Agenda and the Agenda of the South</p> <p>32 high-level visits utilised to review and strengthen bilateral relations</p> <p>111 trade and investment seminars held to promote South Africa</p> <p>122 engagements with chambers of commerce to create awareness about South African products</p> <p>96 tourism-promotion events hosted by missions to showcase South African tourism products</p>	<p>South Africa's national priorities advanced in the fields of education, rural development, security and health through 170 structured bilateral mechanisms and 230 high-level engagements</p> <p>Contributed to economic development and growth through 560 trade and investments seminars, 630 engagements with chambers of commerce, 320 meetings with targeted ministries, 430 high-level potential investors and 335 tourism-promotion initiatives</p>
Justification	The coherent and focused promotion of South Africa's national priorities towards socio-economic transformation, the African Agenda and the Agenda of the South through establishing and managing bilateral structures and mechanisms for achieving foreign policy objectives. This will assist DIRCO to contribute to the achievement of the vision and goals as stipulated in the NDP.		
Links	<p>NDP: In order for South Africa to achieve its national goals of eradicating poverty, lowering inequality, creating jobs and making the transition to a resilient low-carbon economy, foreign relations must be driven by the country's domestic economic, political and social demands.</p> <p>MTSF: Priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11. Cabinet-approved <i>Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements</i>.</p>		



Sub-programme: Strengthen political and economic integration of SADC

Strategic objective	Objective statement	Baseline	2020 target
SADC's political and economic integration strengthened	Contribute to SADC processes to create an enabling environment supportive of political and economic integration and the effective functioning of the regional organisation	80% of the outcomes of six SADC structures reflecting South Africa's national interest	80% of outcomes of identified SADC structures and processes reflecting South Africa's national interests
JUSTIFICATION	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda within the SADC region to secure regional integration, cooperation and development.		
LINKS	NDP: Implement a focused regional integration strategy.		

8.2. Resource consideration

	2016/17	2017/18	2018/19
MTEF allocations (in billions)	3,083.1	2,939.7	3,019.0

8.3 Risk management

Risk	Mitigation strategies
Non-adherence by the three spheres of government to the Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements resulting in uncoordinated implementation of foreign policy	Engagement at ministerial and senior official level through existing cluster and other structures Enforcement as appropriate in the "Measures and Guidelines" Strengthen coherence through targeted agenda setting and advocacy in multilateral fora and through bilateral engagements Database of information/reports by delegations
Insufficient human and financial resources capacity	Prioritisation of objectives and activities
Uncertain global economic environment	Strengthened marketing of South Africa abroad



9. PROGRAMME 3: INTERNATIONAL COOPERATION

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

Programme 3 consists of the following sub-programmes:

Global Governance
Continental Cooperation
South-South Cooperation
South-North Cooperation.

Description:

An equitable and just System of Global Governance: South Africa is committed to multilateralism and a rules-based international order and to this end participates and plays an active role in all fora of the United Nations (UN) system and its specialised agencies, funds and programmes, promoting the pillars of multilateral activity, namely global security, sustainable development, human rights and international law. South Africa supports all initiatives aimed at strengthening the UN system and its central role in multilateralism and is also supportive of ongoing efforts to improve the effectiveness, representivity and accountability of these organisations and their secretariats.

South Africa regards the UN as the foremost vehicle to advance the global development agenda and address underdevelopment and the eradication of poverty. To this end, South Africa upholds the belief that the resolution of international conflicts should be peaceful and in accordance with the UN Charter and the principles of international law. South Africa's foreign policy therefore recognises that the achievement of a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity through the global governance system.

There is also an urgent need for the international community to translate strategies, action plans and other commitments made at major UN summits and conferences into concrete actions to advance global security, sustainable development and human rights.

Consolidated the African Agenda and sustainable development: The struggle for a better life in South Africa is intertwined with our pursuit of a better Africa in a better world. Consequently, Africa is at the centre of South Africa's foreign policy and South Africa will continue to support regional and continental processes to respond to and resolve

crises, strengthen regional integration, significantly increase intra-African trade and champion sustainable development and opportunities in Africa. South Africa will align its foreign policy engagement with Africa's Vision 2063 to contribute to the socio-economic development of the African continent. South Africa will continue to play a leading role in conflict prevention, peacekeeping, peace-building and post-conflict reconstruction. To achieve this, both bilateral and multilateral branches will engage through structured mechanisms and intergovernmental fora.

The strengthening of the African Union (AU) and its structures is a strategic priority in deepening the continental integration process. In addition, the role of regional economic communities as building blocs in the integration process should continue to be strengthened. South Africa will continue with efforts aimed at revitalising NEPAD as a strategy for economic development on the African continent, together with ongoing support for the African Peer Review Mechanism (APRM), which is important to assist the continent to consolidate democracy and meet universally accepted standards of participatory democracy. It is essential that the Africa Action Plan 2010 – 2015 and APRM be promoted in all relevant global partnerships and bilateral, regional and multilateral fora, aimed at the translation of international development commitments into concrete actions.

South Africa will continue with its priority of contributing to socio-economic development on the Africa continent. One of the key vehicles for the disbursement of development funding is the African Renaissance and International Cooperation Fund (ARF). DIRCO is in the process of establishing a dedicated development agency to replace the ARF, which will inform and direct South Africa's development assistance framework. The conceptual and operating framework for the establishment of the South African Development Partnership Agency (SADPA) has been finalised.

Strong, mutually beneficial South-South cooperation: Partnerships with countries of the South are critical to advancing not only South Africa's own development needs, but also the African Agenda and to create political, economic and social convergence for the fight against poverty, underdevelopment and the marginalisation of the South. South Africa will promote the strengthening of South-South cooperation and support the agendas of the South in all relevant fora.

Leveraged relations with strategic formations of the North: South Africa will utilise bilateral and multilateral engagements to consolidate and strengthen relations with strategic formations of the North to advance and support national priorities, the African Agenda and the Development Agenda of the South.



9.1 Strategic objectives

Sub-programme: System of Global Governance

Strategic objective	Objective statement	Baseline	2020 target
To advocate for the reform and strengthening of the global system of governance and its effectiveness, fairness and equity, while defending multilateralism and international rule of law, in the advancement of peace, prosperity and social justice	<ul style="list-style-type: none"> Advocate for the reform of global governance institutions and their secretariats in order to be representative and to better address the needs of developing countries To contribute to the peaceful resolution of international conflicts in line with the UN Charter and the principles of international law To contribute towards global peace and security, political and socio-economic stability, sustainable development and the promotion, protection and fulfilment of human rights within an equitable rules-based multilateral system, according to agendas and schedules of multilateral institutions 	<ul style="list-style-type: none"> Processes and decisions on reform of the UN General Assembly, UN Security Council, Economic and Social Council of the UN, UN Human Rights Council and Bretton Woods Institutions reflect South Africa's national interests Decisions and processes on conflict prevention, resolution and post-conflict peace-building reflect South Africa's national interests Resolutions and outcomes documents of major international processes reflect South Africa's national interests 	80% of outcomes of identified meetings reflecting South Africa's national interest

Justification	The coherent and focused promotion of South Africa's national priorities and interests, the African Agenda and the agendas of the South within an equitable rules-based System of Global Governance.
LINKS	<p>NDP: Articulating South Africa's national interest and the country's obligations to the global community in relation to sustainability of the natural environment, the global economy, the international flow of migrants, human freedom and international cooperation. South Africa's foreign relations and diplomacy must be informed by the strategic interplay between political, economic, security, environmental and human dynamics. Positioning South Africa to be efficient and effective in regional regimes and institutions, in the country's multiple international affiliations, especially in Brazil, Russia, India, China and South Africa (BRICS) and the global South, in multilateral relations, and in the institutions of global governance. Remain an influential member of the international community and stay at the forefront of political and economic developments.</p> <p>MTSF: Priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11. Cabinet-approved <i>Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements</i>.</p>



Sub-programme: Continental Cooperation

Strategic objective	Objective statement	Baseline	2020 target
To consolidate the African Agenda	Promote democracy, good governance, human rights, peace and security and sustainable development on the African continent through identified processes, debates and resolutions, according to agendas and schedules of multilateral institutions, particularly the structures and processes of the AU, inclusive of the APRM	South African positions advanced at statutory meetings of AU structures to promote peace and stability, socio-economic development as well as good governance and democracy on the continent	80% of outcomes of identified meetings reflecting South Africa's national interest
	Contribute to the processes for the peaceful resolution of conflicts, peace missions, election observer missions and Post-Conflict Reconstruction and Development (PCRD)	Implementation of outcomes from African Union Peace and Security Council (AUPSC) meetings that are related to DIRCO's mandate	80% of outcomes from AUPSC meetings that are related to DIRCO's mandate, implemented
JUSTIFICATION	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda.		
LINKS	NDP: South Africa's foreign policy should be driven by a clear understanding of our national, regional and continental priorities in a multipolar world where the geostrategic politics of the continent are central to global, political and economic competition for natural resources and market share.		

Sub-programme: South-South Cooperation

Strategic objective	Objective statement	Baseline	2020 target
South-South relations strengthened and consolidated	To strengthen and consolidate the competitive and complementary strength of countries and groupings of the South	The outcomes of identified meetings and processes of organisations of the South reflect South Africa's national interests	80% of outcomes of identified summits and high-level meetings reflecting South Africa's national interests Strategies (five) for South Africa's engagements for formations and groupings of the South developed, implemented and monitored
JUSTIFICATION	The coherent and focused promotion of South-South cooperation to advance South Africa's national priorities and interests through advancing the African Agenda and the agendas of the South.		
LINKS	NDP: South Africa should improve collaboration and cooperation, through deeper integration and increased trade with its regional trade partners in Africa and the global South, in general. Particular emphasis should be placed on the role that South Africa can play in mediating the role and influence of the BRICS group and African countries.		



Sub-programme: South-North Cooperation

Strategic objective	Objective statement	Baseline	2020 target
To leverage relations with the North in advancement of national and continental priorities, as well as the interest of the South	To pursue a developmental agenda approach with strategic formations of the North	South Africa promoted the African Agenda and Agenda of the South through identified engagements with formations of the North	80% of outcomes of identified summits and high-level meetings reflecting South Africa's national interests
JUSTIFICATION	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda and the Agenda of the South through engagements with the strategic formations of the North		
LINKS	NDP: South Africa must institute aggressive trade and foreign investment policies to place the country on a more competitive path.		

9.2. Resource consideration

	2016/17	2017/18	2018/19
MTEF allocations (in millions)	579.3	565.4	574.0

9.3 Risk management

RISK	MITIGATION STRATEGIES
Lack of domestic strategic coordination in operating in the international environment	Implementation and enforcement of <i>Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements</i> at ministerial and senior officials level through existing cluster and other structures Establishment of interdepartmental consultation mechanisms on identified issues
Shifting international focus away from Africa and development issues to other pressing international issues	Strengthen coherence through targeted agenda-setting and advocacy in multilateral fora and through bilateral engagements
The global economic crisis and slow-down, resulting in reduced investment markets	Multilateral partnerships
Complex threats to international and regional peace and security, including transnational crimes, terrorism and violent extremism and weapons of mass destruction	Global and continental security architecture, including international agreements Membership of and participation in international organisations and regional peacekeeping processes PCRD mechanisms
Asymmetrical relationship between the developed North and the developing South	Multilateral partnerships - high-level engagements - leadership roles in multilateral organisations



10. PROGRAMME 4: PUBLIC DIPLOMACY AND STATE PROTOCOL

Purpose:

Communicate South Africa's role and position in international relations in the domestic and international arenas. Provide protocol, ceremonial and consular services.

Description:

Programme 4 consists of the following sub-programmes:

- **Public Diplomacy** promotes a positive projection of South Africa's image, communicates foreign policy positions to both domestic and foreign audiences and markets and brands South Africa by utilising public diplomacy platforms, strategies, products and services.
- **State Protocol** facilitates incoming and outgoing state visits and events as well as coordinates and regulates engagement with the local diplomatic community. It also provides protocol advice and support to the various spheres of government, facilitates the hosting of international conferences in South Africa and manages the state protocol lounges and guest houses. It provides **Consular Services** to assist and support South African citizens travelling, working, studying and living abroad who require consular assistance during circumstances of distress.

10.1 Strategic objectives

Sub-programme: Public Diplomacy

Strategic objective	Objective statement	Baseline	2020 target
A better understanding and awareness of South Africa's foreign policy through targeted public diplomacy partnerships and platforms	The Annual Public Diplomacy Strategy identifies which partnerships and platforms should be utilised to promote South Africa's foreign policy both nationally and internationally through targeted public diplomacy partnerships and platforms	Responded to six requests for the development of communication strategies 17 Public Participation Programme events were undertaken to enhance public understanding of foreign policy	Implement the Public Diplomacy Strategy, which will enhance understanding and awareness of South Africa's foreign policy through targeted public diplomacy partnerships and platforms Complete perception study
JUSTIFICATION	Public Diplomacy strategies, platforms, products and programmes with the aim to enhance understanding of South Africa's foreign policy among all stakeholders, including national and international audiences.		
LINKS	NDP: Public Diplomacy is fundamental to South Africa's projection of soft power.		



10.2 Strategic objectives

Sub-programme: State Protocol

Strategic objective	Objective statement	Baseline	2020 target
Professional state protocol and consular services	To provide professional State Protocol and Consular services and a conducive environment for the facilitation of state events, visits and diplomatic accreditation	<p>Provided protocol services for 148 state and ceremonial events, during 26 incoming and 44 outgoing state and official visits and nine international conferences</p> <p>Provided support for 185 outgoing and six incoming visits for provincial and local government</p> <p>1 047 of requests for consular assistance responded to and 43 793 documents processed and legalised</p>	100% of requested state protocol and consular services provided as per Service Delivery Charter
JUSTIFICATION	Coordinated and regulated activities of the accredited Diplomatic Corps in terms of South Africa's obligations as directed by the Vienna Convention on Diplomatic Relations of 1961; Vienna Convention on Consular Relations of 1963; the Diplomatic Immunities and Privileges Act of 2001; and policy in support of South Africa's foreign policy goals. State Protocol is also responsible for incoming and outgoing heads of state/ governments visits and renders protocol advice and support to the various spheres of government in their international engagements to further assist in promoting South Africa's agenda in the international arena.		
LINKS	Vienna Convention on Diplomatic Relations of 1961; Vienna Convention on Consular Relations of 1963.		

10.3 Resource consideration

	2016/17	2017/18	2018/19
MTEF allocations (in millions)	252.1	266.1	288.1

10.4 Risk management

RISK	MITIGATION STRATEGIES
Divergent views emanating from South Africa on foreign policy	Stronger interdepartmental coordination on international relations activities
Non-compliance with the requirements of protocol and ceremonial prescripts by other spheres of government	<p>Draft policy and state protocol manual</p> <p>Training on protocol</p>
Abuse of diplomatic immunities and privileges	<p>Diplomatic Immunities and Privileges Act/policy guidelines</p> <p>Briefing sessions with diplomatic community</p> <p>Development of <i>Diplomatic Immunities and Privileges Guidelines</i> for transferred officials and resident diplomats</p>



11. PROGRAMME 5: INTERNATIONAL TRANSFERS

Purpose:

Fund membership fees and transfers to international organisations.

Description:

Provide for South Africa's contributions with regard to membership of international organisations such as the: UN, AU and SADC. It also provides for transfers to the African Renaissance and International Cooperation Fund.

11.1 Strategic objectives

Strategic objective	Objective statement	Baseline R000	2020 target
To strengthen multilateralism through membership fees and contributions	Payments of South African contributions to international organisations in full and on time	Payments of South African contributions (515.5) to international organisations in full and on time	Payments of South African contributions to international organisations in full and on time
JUSTIFICATION	Promotion of a more efficient, transparent and service-orientated Secretariat better able to respond to the mandates given by member states, especially increased support to African development challenges and the particular needs of poor and vulnerable countries of the South Meet South Africa's international obligations in support of a rules-based multilateral system		
LINKS	Programme 3 – Enhanced African Agenda and Sustainable Development; Global Governance		

11.2 Resource consideration

	2016/17	2017/18	2018/19
MTEF (in millions)	515.5	621.1	667.4

11.3 Risk management

RISK	MITIGATION STRATEGIES
Foreign-exchange fluctuations	Estimates of National Expenditure, MTEF and Adjustment Estimate process



PART

C

LINKS TO OTHER PLANS



1. Links to long-term and infrastructure and other capital plans

Introduction

The geographically decentralised and complex nature of the Department of International Relations and Cooperation (DIRCO) places high demands on the department for the provision of accommodation, facilities, goods and services that allow optimal efficiency and effectiveness in the execution of its mandate.

DIRCO operates both in South Africa and in various countries abroad. Apart from providing for its own needs, DIRCO is also responsible for facilitating the provision of accommodation and movable assets for partner departments which have representation abroad. Currently, South Africa is represented in 106 countries globally and conducts business from 125 diplomatic and consular missions.

Within the Property and Facilities Management Portfolio, the focus is on two distinct areas, namely the management of the local property portfolio (referring to properties within South Africa) and the management of the international property portfolio (referring to properties outside South Africa). This includes managing its Head Office building in Pretoria; state protocol lounges at the three international airports in Johannesburg, Cape Town and Durban; two diplomatic guest houses; as well as office accommodation for the United Nations, the Pan-African Parliament and New Partnership for Africa's Development Secretariat.

For missions abroad, three types of accommodation are provided, namely:

- Chanceries or office accommodation. This is accommodation from which missions conduct their business and is mostly found in office blocks though, in some cases, houses or villas have been adapted to serve as chanceries.
- Official residences for heads of mission (HoMs). These residences are used by the HoMs for official entertainment and representational functions and serve as their personal residences while posted abroad. In its acquisition strategy, DIRCO prioritises the acquisition of buildings or land to develop chanceries and/or official residences as a mechanism to improve efficiency.
- Staff housing for all transferred staff, including staff from partner departments, is allocated in accordance with established norms and standards. The majority of these properties are leased while a small number are state-owned.

In terms of the provision of accommodation for missions abroad, DIRCO will continue with its systematic acquisition of land and properties and will investigate ways in which to accelerate such acquisitions. Where land is acquired, DIRCO will develop the required facilities according to departmental standards. DIRCO will, during the Medium Term Strategic Framework period, embark on condition assessments and valuations of all its properties to inform future renovation projects. Special attention will be paid to the maintenance of state-owned properties. The overall property maintenance strategy and individual maintenance plans for all state-owned properties will guide DIRCO's efforts in this regard.



Project name	Programme	Country	Project description/ type of structure	Outputs	Estimated project cost	Expenditure to date if any	Project duration Start Finish	
New and replacement assets								
Dar es Salaam, Chancery construction	Capital	Tanzania	Construction of Chancery	Functional office space	R49,5 mil	R 29 087 158.00	2007/08	2016/17
Lilongwe, Chancery and staff housing construction	Capital	Tanzania	Construction of Chancery	Functional office space	R114 235 115.00	R 78 656 567.00	2007/08	2016/17
Luanda Chancery and Official Residence	Capital	Angola	Construction of Chancery and Official Residence	Functional office space and Official Residence	R131 mil	R0	2016/17	2018/19
New Delhi, Chancery and Official Residence construction	Capital	India	Construction of Chancery and Official Residence	Functional office space and Official Residence	R4 mil	R0	2016/17	2023/24
Riyadh, Chancery and Official Residence construction	Capital	Saudi Arabia	Construction of Chancery and Official Residence	Functional office space and Official Residence	R4mil	R0	2017/18	2022/23
Juba, Construction of Chancery and Staff housing	Capital	South Sudan	Construction of staff house	Functional office space and Official Residence	R82 mil	R0	2017/18	2021/22
Gaborone, Construction of Official Residence	Capital	Botswana	Construction of Chancery and Official Residence	Functional office space and Official Residence	R25 mil	R0	2017/18	2020/21
Mbabane, staff housing construction	Capital	Swaziland	Construction of staff housing	Eight staff houses	R70 mil	R0	2020/21	2024/25
Mbabane, Chancery construction	Capital	Swaziland	Construction of Chancery	Functional office space	R39 mil	R0	2017/18	2022/23
Dakar, Chancery construction	Capital	Senegal	Construction of Chancery	Functional office space	R49,8mil	R0	2020/21	2023/24
Bamako, Chancery, Official Residence and staff housing construction	Capital	Mali	Construction of Chancery, Official Residence and staff housing	Functional office space and Official Residence	Project not yet costed	R0	2022/23	2025/26



Kigali, Chancery and Official Residence construction	Capital	Rwanda	Construction of Chancery and Official Residence	Functional office space and Official Residence	Project not yet costed	R0	2019/20	2021/25
Montevideo, staff housing construction	Capital	Uruguay	Construction of staff house	One staff house	R4,5mil	R 0	2024/25	2027/28
Standard Chancery and Official Residence design project	Capital	Development of standard Chancery and Official Residence design	Standard design for chanceries and official residences	R800 000.00	R0	2015/16	2016/17	
Property acquisition in New York	Capital	United States of America (USA)	Chancery	New Chancery	R116 mil	R0	2015/16	2017/19
Property acquisition in Lagos	Capital	Nigeria	Chancery	New Chancery	R60 mil	R0	2019/20	2020/21
Property acquisition in Beijing	Capital	China	Chancery	New Chancery	R125 mil	R0	2019/20	2021/22
Property acquisition in Mumbai	Capital	India	Chancery	New	R105 mil	R0	2020/21	2021/20
Property acquisition in Nairobi	Capital	Kenya	Chancery	New Chancery	R70 mil	R0	2016/17	2016/17
Property acquisition in Cairo	Capital	Egypt	Chancery	New Chancery	R45 mil	R0	2016/17	2016/17
Acquisition of 100-year lease for Chancery in London	Capital	United Kingdom (UK)	Crown land on which the Chancery is situated	100-year lease agreement	R100 mil	R0	2016/17	2016/17
Property acquisition in Tokyo	Capital	Japan	Chancery	New Chancery	Project not yet costed	R0	2021/22	2024/25
Total new and replacement assets								
Maintenance and repairs								
All state-owned properties are maintained annually from operational funds allocated to individual missions. At present, the Government owns 25 chanceries, one Consulate, 35 official residences, 66 staff houses, 14 plots of vacant land and one parking bay								
Total maintenance and repairs								



Upgrades and additions								
Copenhagen, refurbishment of Chancery and Official Residence	Capital	Denmark	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R35 mil	R 2 452 533.00	20016/17	2018/19
Paris, refurbishment of Chancery and Official Residence	Capital	France	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R75 mil	R 7.7 mil	2016/17	2018/19
Tel Aviv, refurbishment of Official Residence	Capital	Israel	Refurbishment of Official Residence	Renovated Official Residence	R2,5 mil	R0	2016/17	2018/19
The Hague, refurbishment of Chancery, Consulate and Official Residence	Capital	The Netherlands	Refurbishment of Chancery, Official Residence as well as conversion of the Consulate building into a staff residence	Functional office space and renovated Official Residence and staff residence	R132 mil	R 2 267 000.00	2016/17	2018/19
Brasilia, refurbishment of Chancery and staff housing	Capital	Brazil	Refurbishment of Chancery and staff houses	Functional office space	R7,5 mil	R0	2018/19	2019/20
Berne, refurbishment of Official Residence	Capital	Switzerland	Refurbishment of Official Residence	Renovated Official Residence	R1,5 mil	R0	2017/18	20118/19
Madrid, refurbishment of Chancery and Official Residence	Capital	Spain	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R11,5 mil	R0	2018/19	2019/20
Sao Paulo, refurbishment of Chancery	Capital	Brazil	Refurbishment of Chancery	Functional office space	R7,5 mil	R0	2018/19	2019/20
Rome, refurbishment of Chancery and Official Residence	Capital	Italy	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R4,7 mil	R0	2017/18	2019/20
London, refurbishment of Chancery	Capital	United Kingdom	Refurbishment of Chancery	Functional office space	R100 mil	R0	2019/20	2021/22
Kinshasa, refurbishment of Chancery and staff compound	Capital	Democratic Republic of Congo	Refurbishment of Diplomatic Compound, which includes the Chancery, Official Residence and staff housing	Functional office space and renovated Official Residence and staff housing	R20 mil	R0	2016/17	2018/19
New York, refurbishment of Official Residence of the Consul General	Capital	USA	Refurbishment of Official Residence of the Consul-General	Renovated Official Residence	R5 mil	R0	2016/17	2017/18



Buenos Aires, refurbishment of Chancery and Official Residence	Capital	Argentina	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R25 mil	R0	2018/18	2019/20
Harare, refurbishment of Chancery	Capital	Zimbabwe	Refurbishment of Chancery	Functional office space	R10 mil	R0	2017/18	2018/19
Maputo, refurbishment of Chancery, Official Residence and staff compound	Capital	Mozambique	Refurbishment of Diplomatic Compound, which includes Chancery, Official Residence and staff housing	Functional office space and renovated Official Residence and staff housing	R50 mil	R0	2017/18	2018/19
Lisbon, refurbishment of Chancery and Official Residence	Capital	Portugal	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R15 mil	R0	2018/19	2019/20
Tehran, refurbishment of Official Residence	Capital	Iran	Refurbishment of Official Residence	Renovated Official Residence	R2,5 mil	R0	2019/20	2020/21
Brasilia, refurbishment of Official Residence	Capital	Brazil	Refurbishment of Official Residence	Renovated Official Residence	R2,5 mil	R0	2019/20	2020/21
Vienna, refurbishment of Chancery	Capital	Austria	Refurbishment of Chancery					
Total upgrades and additions:								
Rehabilitation, renovations and refurbishments								
Please note that the projects listed under "Upgrades and additions" above include all renovations, refurbishments, upgrades and additions								
Total rehabilitation, renovations and refurbishments								

Note: The above infrastructure plan has been based on the following capital baselines received from the National Treasury:

2015/16: R213 838 000.00

2016/17: R223 701 000.00

2017/18: R223 701 000.00



2. Public entity reporting to the Minister

Name of public entity	Mandate	Outputs	Current annual budget (R thousands)	Date of next evaluation
African Renaissance and International Cooperation Fund	African Renaissance and International Cooperation Fund: 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	<p>Disbursement of development aid to enhance cooperation between the Republic and other countries to:</p> <ul style="list-style-type: none"> • promote democracy and good governance • contribute to prevention and resolution of conflict • support socio-economic development and integration • provide humanitarian assistance 	R2 148.6	Not applicable as the fund will be replaced by the South African Development Partnership Agency

3. Public-private partnerships (PPPs)

Name of PPP	Purpose	Outputs	Current value of agreement (R thousand)	Date when agreement expires
Head Office accommodation for DIRCO	<p>Financing, design, construction, operation and maintenance of Head Office and guest house facilities</p> <p>Financing, design renovation and structural maintenance of state-owned guest house facility</p>	<p>New Head Office and guest house constructed</p> <p>Head Office and guest house 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 guest house renovated and structurally maintained</p>	<p>Contracted unitary fee (in January 2005 prices):R101 million per annum</p> <p>Unitary fee escalates with CPI annually</p> <p>2015/16 FY unitary fee: R167 525 070 (incl VAT) per annum</p>	September 2034



African Agenda

South Africa's future is inextricably linked to that of Africa. The continent is therefore the cornerstone of South Africa's foreign policy. The concept and term "African Agenda" has been developed to describe the principal motive underpinning South Africa's foreign policy for the last nearly 22 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.

Bilateral relations

Bilateral relations are mainly conducted through formally accredited missions that spearhead on a daily basis the promotion of the national interests of the sending country. These relations cover a wide spectrum such as political, economic, science and technology, defence, consular and development cooperation, among others. South Africa conducts its diplomatic relations through 125 missions in 107 countries under the control of the Department of International Relations and Cooperation (DIRCO).

Strengthen relations

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

State Visit

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

Official Visit

Official visits take place more frequently than state visits and can involve heads of state/government, deputy heads of state/government, ministers or deputy ministers, usually at the invitation of their counterparts. These visits usually accompany scaled-down ceremonial and protocol honours depending on the rank of the person concerned and the purpose of the visit. Such visits could also be termed working visits in certain cases. Working visits can take place without formal invitation and can be undertaken at the initiative of a foreign Head of State/Government, Cabinet member or member of a Royal Family. The visit would not involve ceremonial honours.

High-level meeting

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

Senior Officials Meeting

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



Structured bilateral mechanisms

Structured Bilateral Mechanisms is a terminology reflecting the numerous regularised and formalised meetings that South Africa has with other countries. These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions. They usually comprise sub-committees or technical committees dealing with issues such as global governance, Africa, strengthening trade and investment relations, tourism promotion, science and technology cooperation, etc. Ministers and senior officials of departments concerned usually co-chair these sub-committees. Structured bilateral mechanisms are co-chaired from the President downwards to the level of senior officials. These meetings usually meet under various designations such as bi-national commissions, joint commissions, partnership fora, policy dialogue fora, policy fora, 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 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.



List of Acronyms

A

AAP African Action Plan
AMISOM African Union Mission to Somalia
APRM African Peer Review Mechanism
ARF African Renaissance Fund
ASEAN Association of Southeast Asian Nations
ASF African Standby Force
AU African Union
AUPSC AU Peace and Security Council

B

BNC Bi-national Commission
BRICS Brazil, Russia, India, China and South Africa

C

CCPCJ Commission on Crime Prevention and Criminal Justice
CHOGM Commonwealth Heads of Government Meeting
COMESA Common Market for Eastern and Southern Africa
COP Conference of the Parties
CRPD Convention on the Rights of Persons with Disabilities

D

DDG Deputy Director-General
DG Director-General
DIRCO Department of International Relations and Cooperation

E

EAC East Africa Community
ECOSOCC Economic, Social and Cultural Council
EMC Executive Management Committee
EPA Economic Partnership Agreement
EU European Union

F

FAO Food and Agriculture Organisation
FDI Foreign Direct Investment
FSD Foreign Service Dispensation
FOCAC Forum for China-Africa Cooperation

G

G20 Group of Twenty
G77 Group of 77 (plus China)

H

HRC Human Rights Council
HSGOC Heads of State and Government Orientation Committee

I

IAEA International Atomic Energy Agency
IBSA India, Brazil, South Africa Dialogue Forum
ICESCR International Covenant on Economic, Social and Cultural Rights
ICRC International Committee of the Red Cross
ICTS International Cooperation, Trade and Security
IFRC International Federation of Red Cross and Red Crescent Societies
IOM International Organisation for Migration
IORA Indian Ocean Rim Association
ISPDC Inter-State Politics and Defence Committee

J

JCC Joint Commission of Cooperation

K

KPCS Kimberley Process Certification Scheme

M

MDGs Millennium Development Goals
MENA Middle East and North Africa
MISS Minimum Information Security Standards
MPAT Management Performance Assessment Tool



MTEF Medium Term Expenditure Framework
MTSF Medium Term Strategic Framework

N

NAM Non-Aligned Movement
NAASP New Africa-Asia Strategic Partnership
NEPAD New Partnership for Africa's Development
NGP New Growth Path

O

OECD Organisation for Economic Cooperation and Development

P

PAP Pan-African Parliament
PFD Partnership Fund for Development
PFMA Public Finance Management Act
PICI Presidential Infrastructure Champion Initiative
PIDA Programme for Infrastructure Development in Africa
PPP Public-Private Partnership
PRAU Policy Research and Analysis Unit
PRST Presidential statement (UN)
PSC Peace and Security Council
PSCBC Public Service Coordinating Bargaining Council

R

RISDP Regional Indicative Strategic Development Plan
ROK Republic of Korea
ROSA Registration of South Africans Abroad

S

SACOIR South African Council on International Relations
SACU Southern African Customs Union
SADC Southern African Development Community
SADPA South African Development Partnership Agency
SDGs Sustainable Development Goals

T

TICAD Tokyo International Conference on African Development

U

UN United Nations
UNCAC United Nations Convention against Corruption
UNCOPUOS United Nations Committee for the Peaceful Uses of Outer Space
UNESCO United Nations Educational, Scientific and Cultural Organisation
UNFCCC United Nations Framework Convention on Climate Change
UNGA United Nations General Assembly
UNIDROIT International Institute for the Unification of Private Law
UNRWA United Nations Relief and Works Agency
UNSC United Nations Security Council
UNSG United Nations Secretary General
UNTOC United Nations Convention against Transnational Organised Crime
UNWTO United Nations World Trade Organisation

V

VOIP Voice Over Internet Protocol

W

WFP World Food Programme
WHA World Health Assembly
WHO World Health Organisation
WIPO World Intellectual Property Organisation
WMD Weapons of Mass Destruction





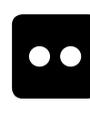
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