

**DEPARTMENT OF INTERNATIONAL
RELATIONS AND COOPERATION**

ANNUAL PERFORMANCE PLAN 2023 – 2024



Department of International Relations and Cooperation (DIRCO)

OR Tambo Building

Private Bag X152, Pretoria, 0001, Republic of South Africa

460 Soutpansberg Road, Rietondale, Pretoria, 0084, Republic of South Africa

www.dirco.gov.za



DIRCOza



@DIRCO_ZA



DIRCO ZA



@dircoza



theDIRCOZA



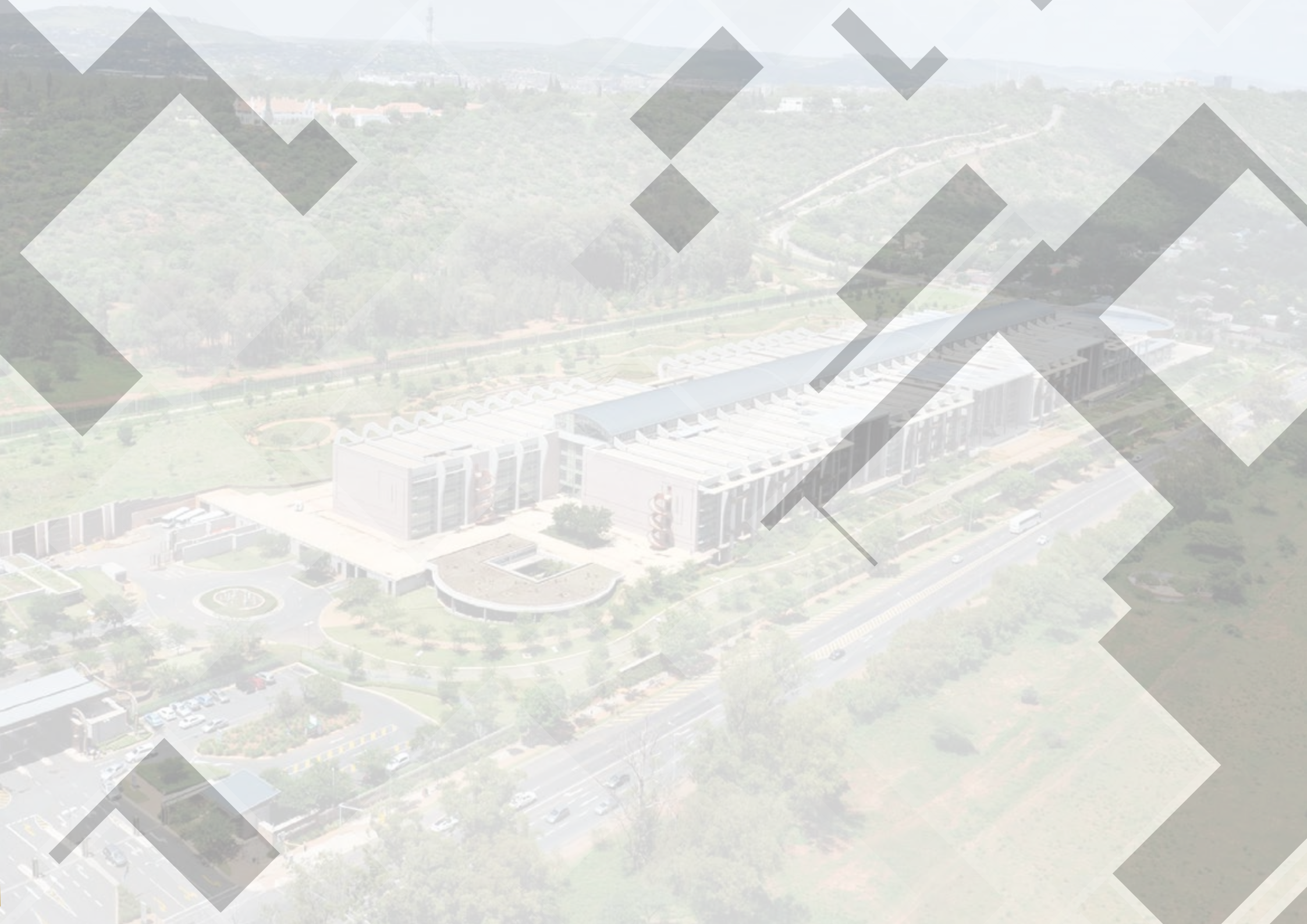
Department of
International Relations
and Cooperation



**international relations
& cooperation**

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA





EXECUTIVE AUTHORITY STATEMENT



DR GNM PANDOR

**MINISTER OF INTERNATIONAL RELATIONS
AND COOPERATION**

I hereby present the Annual Performance Plan (APP) of the Department of International Relations and Cooperation (DIRCO) for the year 2023/24.

The APP is reflective of the priorities in the 2020-2025 Strategic Plan. It consolidates the gains, remedies the deficiencies of our previous performance and sets out what needs to be done to achieve the goals included in the Strategic Plan. The execution of our foreign policy is predicated on the achievement and pursuit of our national priorities in a manner that contributes positively to the well-being of our people through promoting justice, peace, and sustainable development in the region, continent and the world.

Unfortunately, our country continues to be faced with economic challenges as a result of the impact of the COVID-19 pandemic on the economy and society, the ongoing electricity crisis and the climate change effect that have caused severe weather patterns necessitating disaster relief support from government. Effective responses to the triple challenges of unemployment, poverty and inequality are now more urgent than ever before.

Our government has prioritised increased foreign direct investment into our economy as a means of creating jobs and stimulating economic growth. This has made economic diplomacy on the part of our diplomats at home and abroad a top priority as we use all the levers at our disposal to improve the economic outlook of our country. We will continue to build on the foundation of the Economic Reconstruction and Recovery Plan, which remains the roadmap to rebuild the economy.

We commend our diplomats for the sterling work they are doing in marketing South Africa to the world at a time of fiscal constraints and tight budgets. We urge them to work even harder as we need to drastically increase levels of trade – both on the continent and with countries abroad.

Major strides have been made by the private sector in our country to start the process of

manufacturing vaccines for the African continent both, within South Africa and in hubs throughout the continent. This will go a long way towards making Africa more self-reliant in the face of future health challenges and pandemics.

As we start the new financial year, we continue to confront challenges in the international arena as a result of the war between Russia and Ukraine that has caused major tensions in global politics, and seen a rise in food insecurity, high inflation and job losses. This affects Africa more than any other continent and we are working hard to ensure that some of Africa's most glaring challenges in this regard are being addressed.

We remain concerned about the loss of lives and the deteriorating humanitarian situation. Peace is our objective and we continue to stress that dialogue, mediation and diplomacy are the only path to end current conflicts. Wars end when dialogues begin, and wars endure when there is no dialogue. It is tragic that many of the global military powers have tended in recent years to use force rather than diplomacy. It has become the norm to use military might rather than instruments of the United Nations (UN) Charter, which advocate for diplomacy.

South Africa has maintained our non-aligned position and is not alone in this approach. Several member states of the Non-Aligned Movement (NAM) are committed to remaining non-aligned – an approach many of these countries have taken since joining NAM in 1961.

South Africa and countries in the global South have resisted becoming embroiled in the politics of confrontation and aggression that have been advocated by the powerful countries. Instead, we have promoted peaceful resolution of the conflict through dialogue and negotiation. South Africa has always opposed violations of the sovereignty and territorial integrity of member states, in keeping with the UN Charter.

NAM members seek to avoid a return to the Cold War divisions. The Cold War was a painful period in which developing countries were compelled to take sides, which had negative consequences for them. Hence, they do not wish to see a return to these tensions and many have chosen to put a distance between themselves and conflicts that involve the big powers. Many NAM members have declared their commitment to multilateralism and the pursuit of diplomatic approaches to resolving conflicts.

We will continue to defend the right of sovereign countries to decide for themselves whether to become drawn into blocs of allies that are embroiled in foreign wars, or whether to remain outside of these military or political alliances and choose partners based on their economic and development interests.

South Africa's foreign policy remains inspired by its history – and the country, working with others, strives for the attainment of a just, humane and equitable world. In conducting our international relations, we attach the utmost importance to the promotion of human rights, democracy, equitable justice and the rule of international law. The said principles place multilateral institutions, specifically the UN, at the centre of our foreign policy engagements and objectives.

South Africa's multilateral engagements are premised on the need to advance its National Interest and safeguard its national positions, as well as advance the development priorities of developing countries and promote an equitable rules-based multilateral system, as identified in Priority Seven of the Medium Term Strategic Framework (MTSF).

South Africa pursues mutually beneficial cooperation among countries and groupings of the South as well as major emerging economies to develop common positions in addressing our common challenges. We are a proud member of the BRICS grouping, which we will host this year. We will build on the momentum of 15 years of BRICS cooperation, which have seen our partnership evolve and expand its mandate beyond the narrow focus that brought us together to include cooperation across the three pillars of political and security; economic and financial; and cultural and people-to-people cooperation. This informed our discussions in Cabinet about our theme for 2023, namely "BRICS and Africa: Partnership for Mutually Accelerated Growth, Sustainable Development and Inclusive Multilateralism".

Our theme and priorities reflect our foreign policy focus on advancing in partnership. We cannot leave the African continent and the global South behind. We intend to continue our outreach to the continent and leading members of the global South. One of the issues, which will be discussed this year within BRICS is how to restructure the global political, economic and financial architecture to be more balanced, representative, inclusive and equitable.

In the execution of our foreign policy, South Africa has continued to be a principled exponent of advancing the African Agenda and we will continue this year to enhance regional integration within the Southern African Development Community (SADC) and on the continent through the African Continental Free Trade Area. South African companies are poised to play a key role in taking up the opportunities that this presents for preferential access to other African markets. The Free Trade Agreement is about Africa taking charge of its destiny and growing its economies faster.

Democratic South Africa has always prided itself on having an independent foreign policy that is premised on our values, which include our commitment to the peaceful resolution of conflicts and our belief in the sovereign equality among states. South Africa continues to be involved in conflict resolution and peacebuilding efforts in Lesotho, Mozambique and eSwatini, as well as in a number of other conflict zones, both on the continent and abroad.

The department is working to strengthen the institutional capacities to enhance its abilities and implement its strategic objectives for the next five years. This work includes aligning the structure of the organisation to better implement its strategic plan and the priorities of the MTSF 2019-2024, improving financial management to ensure good stewardship of its allocated resources in line with the requirements of the Public Finance Management Act and improve people management and the strategic use of digital technology.

Due to the shortfall on the Compensation of Employees budget, most vacancies have not been filled and this is affecting the implementation of the mandate. The department has also had to review its global footprint in light of financial constraints and we are seeking accreditation on a non-residential basis to contain costs.

In spite of these challenges, I commend our officials on their commitment to excellence and perseverance during these difficult times. We look forward to a more positive outlook in the years ahead.

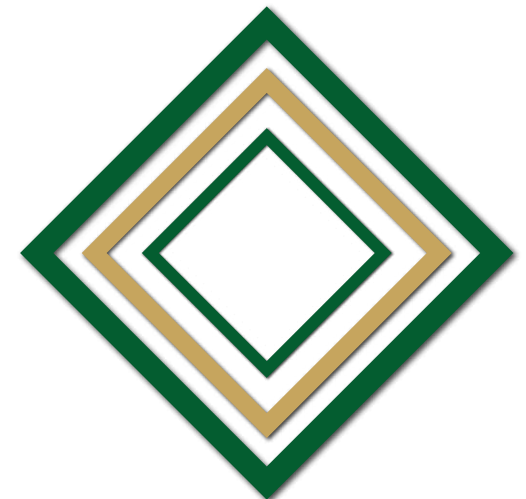


DR GNM PANDOR, MP

EXECUTIVE AUTHORITY

MINISTER OF INTERNATIONAL RELATIONS AND COOPERATION

DATE: 27 MARCH 2023



ACCOUNTING OFFICER STATEMENT



MR Z DANGOR

DIRECTOR-GENERAL

DEPARTMENT OF INTERNATIONAL RELATIONS AND
COOPERATION

South Africa's foreign policy is guided by the Constitution and its founding principles. Foreign policy is an important tool that contributes to the realisation of the National Development Plan (NDP): Vision 2030 through the Medium Term Strategic Framework (MTSF). On the basis of our identity as an African country, South Africa's foreign policy is driven by a clear and critical understanding of our national, regional and continental priorities in a multipolar world where the geostrategic politics of the continent are becoming increasingly central to global political and economic competition for natural resources and market share. The Department of International Relations and Cooperation (DIRCO), being the lead department in pursuit of South Africa's foreign policy objectives, needs to manage and coordinate the other domestic role players contributing, directly or indirectly, to the achievement thereof.

The strategic focus of DIRCO is guided by the NDP: Vision 2030, as unpacked in the MTSF 2019 – 2024, which is in line with the African Union's (AU) Agenda 2063, the Southern African Development Community Regional Indicative Strategic Development Plan (RISDP) and the United Nation's (UN) Sustainable Development Goals (SDGs) 2030 Agenda. The department is further guided by the policy directives of South Africa's political principals, especially the President's State of the Nation Address.

REFLECTION ON 2022/23

The COVID-19 pandemic had a severe impact on most socio-economic activities globally. It has been estimated that the pandemic has pushed back the attainment of the 2030 SDGs for less-developed economies by a decade. In addition, crises, such as the war in Ukraine and the global energy crisis, pose a threat of global recession.

Economic growth is variable across the globe, with post-COVID recovery expected to be stronger in developed economies, but not in emerging economies. Oil prices have been volatile. Global supply chains have become more complex and complicated due to COVID-19 and unilateral sanctions against the Russian Federation. It is expected that

global growth, trade and investment will stabilise during 2023, but the energy crisis could still trigger a global recession. It is clear that COVID-19 has had a severe economic impact worldwide.

PRIORITIES FOR 2023/24

Unfortunately, as we start this new financial year, the economic challenges we face as a country, as a result of the impact of the global COVID-19 pandemic, persist. Thousands of South Africans have died from the virus and our economy, like that of the global economy, has been put under severe strain. Now, more than ever, South Africa has to grapple with the triple challenges of unemployment, poverty and inequality. DIRCO will, therefore, during 2023/24, continue with its focus on economic diplomacy in support of the President's initiatives. This work will build on the foundation of the Economic Reconstruction and Recovery Plan (ERRP), which remains the common programme to rebuild the economy.

DIRCO also has to contend with an environment that is interlinked with regional, continental and global developments, fluctuations and disruptions. South Africa's foreign policy is implemented within a highly dynamic and challenging global environment, which at times is unpredictable. As a result, DIRCO has to critically reflect on its successes and failures, both internally and externally, to inform the 2023/24 planning priorities in the context of the 2020/25 strategic priorities the department had identified for itself in October 2019.

Because of the tight link between South Africa's National Interest and Africa's stability, unity and prosperity, the African Agenda is at the centre of our foreign policy trajectory. South Africa remains a relevant and significant player in issues relating to the regional agenda, both through various bilateral, as well as multilateral platforms.

During 2023/24, DIRCO will continue to work towards contributing to the improvement of the lives of all South Africans through the promotion of increased inward tourism, trade and investment opportunities from our bilateral partners, in line with the ERRP. As South Africa's foreign policy implementation is guided and shaped by its National Interest, we will continue to utilise high-level bilateral meetings to advance our wide-ranging objectives in these specific fields. DIRCO's international network of missions is a strategic asset that is being leveraged to realise maximum return on the investment it represents for the people of South Africa.

Multilateralism remains a focal point of South Africa's foreign policy. South Africa's

multilateral engagements are premised on the need to advance its National Interest and safeguard its national positions, as well as advance the development priorities of developing countries and promote an equitable rules-based multilateral system, as identified in Priority Seven of the MTSF. South Africa will continue to advocate for the reform of global governance institutions, as well as to promote participation in selected multilateral fora outside the UN system, to contribute to the strengthening of multilateralism.

As a demonstration of its unwavering commitment to peace, stability, security, respect for human rights, democracy and good governance, South Africa assumed a two-year membership of the AU Peace and Security Council (AUPSC) in April 2022. Membership of South Africa in the AUPSC came at a time when the African continent and the world are faced with a myriad of challenges, including the rise in incidents of terrorism, violent extremism and radicalisation. This has now become prevalent in all African regions, including in the southern African and Sahel regions, the latter being the most affected area. The attacks linked to terrorism and violent extremism have led to killings, maiming and displacements of thousands of innocent civilians.

South Africa's engagement with the UN is informed by the realisation that the UN does not reflect current global political and economic realities. Hence, a key priority in South Africa's engagement with the UN is to advance the reform of the existing global governance architecture with a view to improving its responsiveness to the needs of, and challenges faced by, developing states.

South Africa's participation in the Human Rights Council (HRC) for the period 2023 – 2025 will continue to be inspired by our strategic objectives. This is where South Africa can play a constructive and meaningful role and promote international cooperation and multilateralism in the field of human rights. The main aim of South Africa's membership and participation in the HRC is to achieve the following foreign policy goals: (a) to pursue South Africa's National Interest (b) to promote our values, (c) to contribute to the development of a rules-based system of interstate relations (multilateralism); and (d) to help create a global environment that is conducive to peace, development, respect for the rule of international law, advancement of human rights and freedoms, and the development of Africa.

Regarding South-South cooperation, South Africa pursues mutually beneficial cooperation among countries and groupings of the South to develop common positions on political, economic, social and human rights issues as an effective response in

addressing the historic marginalisation of these countries. South Africa will continue to leverage strategic regional groupings such as Brazil, Russia, India, China and South Africa (BRICS); India, Brazil, South Africa (IBSA); and the Indian Ocean Rim Association (IORA) to improve trade flows and build consensus in multilateral groupings. As the only African country in the G20 and BRICS, as well as being one of the top 10 strategic partners of the European Union, South Africa will, during its Chairship of BRICS in 2023, continue placing the African continent and the global South on the agenda of BRICS to synchronise policies, such as Agenda 2063 and the 2030 Agenda for Sustainable Development.

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

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

During 2023/24, the department will continue to deliver a professional Protocol Service to the President, Deputy President, Minister and Deputy Ministers of International Relations and Cooperation, as well as other Cabinet ministers and departments. It also provides an advisory service to all spheres of government on all matters related to Protocol.

Despite the above, it should be noted that the Annual Performance Plan for 2022/23 is being delivered in an environment that is still characterised by fiscal constraints. The department has embarked on a process to develop identified systems to improve operations' efficiencies and effectiveness in automating business processes. There have been marginal improvements in the implementation of the Digital Strategy 2020 – 2025, where several ICT infrastructure projects have been implemented. The remainder of these projects will be finalised in the next financial year.

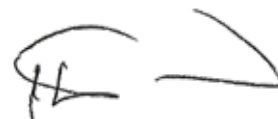
I am pleased to announce that the department showed an improvement with regard to the audit opinion, moving from a qualified opinion to an unqualified opinion with matters of emphasis. The department will continue efforts to improve internal controls to work towards achieving a clean audit.

I also wish to inform that the department is continuing with the process of organisational renewal as a tool to assist the organisation to achieve its identified strategic objectives. This has required of the department to review and finalise its organisational structure to align the structure with its Strategic Plan and the priorities of the MTSF 2019 – 2024.

The Foreign Service Act 26 of 2019 (the "Act") and its Regulations came into force on 25 August 2022. The purpose of the Act is to professionalise the Foreign Service and provide a legislative mandate to the department by providing for the management, administration, accountability and functioning of a professional Foreign Service and the operational requirements that are suitable and supportive of the operations of the Foreign Service in a global environment. I am pleased to confirm that this is the first time that South Africa has legislation that governs its Foreign Service and that mandates the department to lead and coordinate the international relations of the Republic on all spheres of government and on bilateral, regional and multilateral levels. This will ensure coherent foreign policy implementation. During 2023/24, DIRCO will develop coordination guidelines and measures to enable it to fulfil its mandate.

During 2023/24, the department, guided by South Africa's foreign policy objectives and National Interest, intends to continue taking a leading role in entrenching women and youth's rights as fundamental human rights critical for the full realisation of inclusive and sustainable development.

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



MR Z DANGOR
ACCOUNTING AUTHORITY
DIRECTOR-GENERAL

DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

DATE: 27 MARCH 2023

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 impact, outcomes and outputs, which DIRCO will endeavour to achieve over the period 2023 – 2024.








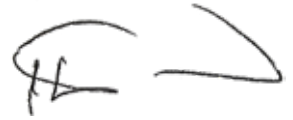

DEPUTY DIRECTOR-GENERAL	SIGNATURE	DEPUTY DIRECTOR-GENERAL	SIGNATURE
Ms T Mokuena Acting Deputy Director-General: Africa		Mr TC Monyela Acting Deputy Director-General: Corporate Management	
Amb M Dlomo Deputy Director-General: Americas and Europe		Amb M Dlomo Acting Deputy Director-General: Diplomatic Training, Research and Development	
Amb NM Lallie Acting Deputy Director-General: Asia and Middle East		Mr TC Monyela Deputy Director-General: Public Diplomacy	
Mr LL Ndimeni Acting Deputy Director-General: Global Governance and Continental Agenda		Amb NN Losi Chief of State Protocol and Consular Services	
NAME	SIGNATURE	NAME	SIGNATURE
Ms H Bhengu Acting Chief Financial Officer: Deputy Director-General Financial and Asset Management		Mr Z Dangor Director-General	
Ms S Baloi-Mmola Head Official responsible for Planning: Acting Chief Operations Officer		Approved by: Dr GNM Pandor Executive Authority	



TABLE OF CONTENTS

PART A: OUR MANDATE

1.	Updates to the Relevant Legislative and Policy Mandate	14
2.	Updates to Institutional Policies and Strategies	15
3.	Updates to Relevant Court Rulings	15

PART B: STRATEGIC FOCUS

4.	Updated Situational Analysis	18
4.1	External Environment Analysis	18
4.2	Internal Environment Analysis	34

PART C: MEASURING OUR PERFORMANCE

5.	Institutional Performance Information	40
	Programme 1: Administration	40
	Outcomes, Outputs, Performance Indicators and Targets	41
	Explanation of Planned Performance over the Medium-Term Planning Period	45
	Resource Considerations	46
	Programme 2: International Relations	48
	Outcomes, Outputs, Performance Indicators and Targets	49
	Explanation of Planned Performance over the Medium-Term Planning Period	53
	Resource Considerations	54

Programme 3: International Cooperation	56
Outcomes, Outputs, Performance Indicators and Targets	57
Explanation of Planned Performance over the Medium-Term Planning Period	62
Resource Considerations	64
Programme 4: Public Diplomacy and Protocol Services	66
Outcomes, Outputs, Performance Indicators and Targets	66
Explanation of Planned Performance over the Medium-Term Planning Period	69
Resource Considerations	70
Programme 5: International Transfers	72
Outcomes, Outputs, Performance Indicators and Targets	72
Explanation of Planned Performance over the Medium-Term Planning Period	73
Resource Considerations	74
6. Updated Key Risks	75
7. Public Entities	76
8. Infrastructure Projects	77
9. Public-Private Partnership (PPP)	78
PART D: TECHNICAL INDICATOR DESCRIPTION (TID)	
Glossary of Terminology	105
List of Abbreviations and Acronyms	113
Annexure	115

PART A

OUR MANDATE



1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATE

1.1 CONSTITUTIONAL MANDATE

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

1.1.2 The Minister of International Relations and Cooperation (Minister), in accordance with her Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's foreign policy. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. In practice, the Minister consults the Cabinet and individual Cabinet ministers on aspects of importance, as well as on cross-cutting issues that have a bearing on the programmes of other ministries and departments.

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

1.2 LEGISLATIVE MANDATES

1.2.1 The Foreign States Immunities Act, 1981 (Act 87 of 1981): This Act regulates the extent of the immunity of foreign states from the jurisdiction of the courts of the Republic and provides for matters connected therewith.

1.2.2 The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001): The Act provides for the immunities and privileges of diplomatic missions and consular posts and their members, of heads of states, special envoys and certain representatives of the United Nations and its specialised agencies, and other international organisations and of certain other persons. Provision is also made for immunities and privileges pertaining to international conferences and meetings. It enacts into law certain conventions and provides for matters connected therewith.

1.2.3 The African Renaissance and International Cooperation Fund Act, 2001 (Act 51 of 2001): The Act establishes an African Renaissance and International Cooperation Fund (ARF) to enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, socio-economic development and integration, humanitarian assistance and human resource development.

1.2.4 International agreements (multilateral and bilateral): These include international agreements concluded by the Republic of South Africa in terms of sections 231(2) and 231(3) of the Constitution of the Republic of South Africa, 1996.

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

1.3 POLICY MANDATES

1.3.1 The *Measures & Guidelines for Enhanced Coordination of South Africa's International Engagements* and its annexures, approved by Cabinet in 2009, establish more effective measures and mechanisms to coordinate the conduct of international relations and the implementation of South Africa's foreign policy.

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

1.3.3 The *White Paper on Foreign Policy*, approved by Cabinet in 2011, assesses South Africa's foreign policy against the rising expectations of the critical role of foreign policy to meet domestic priorities.

- 1.3.4 Foreign Service Dispensation (FSD) is implemented in terms of the provisions of Section 3(3) (c) of the Public Service Act, 1994 (Act 103 of 1994), as amended, and is applicable to designated employees who serve in a foreign country at a South African mission abroad and fall within the scope of the Public Service Coordinating Bargaining Council. The FSD consists mainly of two measures, namely remunerative measures (South Africa) and compensatory measures and other foreign-service benefits at the missions.
- 1.3.5 The Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework, approved by Cabinet in 2018, provides for comprehensive instruments for strengthening the mainstreaming of gender perspectives within the planning and budgeting processes.
- 1.3.6 The Framework Document on South Africa's National Interest and its Advancement in Global Environment proposes a definition of South Africa's National Interest and its elements, the means for the pursuit of South Africa's National Interest, guidelines for the practical application of South Africa's National Interest in an international environment, reflects on the current and potential future global environment and provides for predictability in South Africa's international relations.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

THE REVIVAL OF THE PROCESS ON THE PARTNERSHIP FUND FOR DEVELOPMENT BILL

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

3. UPDATES TO RELEVANT COURT RULINGS

IN MATTERS OF THE SUPREME COURT:

- 1) In the matter of the Minister of International Relations and Cooperation and two others v Simeka Group (Pty) Ltd and four others, the application was launched by the Minister on 10 October 2018 to have the tender award for the appointment of a development partner in New York, reviewed and set aside (including the Project Preparation Agreement). Judgment was given in April 2021 and decided against the Minister. The Minister's application for leave to appeal was heard on 10 May 2021 and judgment was given in favour of the Minister for appeal to the Supreme Court of Appeal (SCA). The SCA hearing date was subjected to the finalisation of the record, the lodging of heads and the Rule 10A Practice Note, the lodging of the respondents (in the appeal) heads, and the allocation of judges. The matter was heard in the SCA on 16 August 2022 and judgment is awaited.
- 2) In the matter Elliot Mobility (Pty) Ltd and New Thando Elliot Mobility (Pty) Ltd Joint Venture (NTEM) v Minister of International Relations and Cooperation, the department brought an application in the High Court to have the arbitration award handed down in NTEM's favour set aside. Although settlement discussions took place in advance of the hearing, NTEM rejected the department's initial offer of settlement and then withdrew from the discussions when it became clear that the parties to the joint venture had divergent views on what would constitute a fair outcome. The hearing of the review application proceeded on 17 and 18 June 2021. Judgment was received on 4 October 2022 and the department's review application was not successful. The department is appealing the decision and the date for hearing for the appeal is awaited.

PART B

OUR STRATEGIC FOCUS



4. UPDATED SITUATIONAL ANALYSIS

4.1 EXTERNAL ENVIRONMENT ANALYSIS

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

The strategic focus of the Department of International Relations and Cooperation (DIRCO) is guided by the National Development Plan (NDP): Vision 2030, as unpacked in the Medium Term Strategic Framework (MTSF) 2019 – 2024, which is in line with the African Union's (AU) Agenda 2063, the Southern African Development Community (SADC) Regional Indicative Strategic Development Plan (RISDP) and the United Nation's (UN) 2030 Agenda for Sustainable Development Goals (SDGs). The department is further guided by the policy directives of South Africa's political principals, especially the President's State of the Nation Address and the Framework Document on South Africa's National Interest and its Advancement in a Global Environment.

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

During 2021 and 2022, South Africa, like most of the world, was still affected by the COVID-19 pandemic. The pandemic had a severe impact on most socio-economic activities globally. There has been a reduction in global trade, including manufacturing and transportation; an increase in unemployment; devastation of the tourism, hospitality, entertainment and sporting industries; and education on all levels has been widely disrupted.

It has been estimated that the pandemic has pushed back the attainment of the 2030 SDGs for less-developed economies by a decade. Poverty and inequality, both within

and between states, have been further exacerbated, especially by a diminution of opportunities because of travel and educational restrictions.

While the COVID pandemic appears to be subsiding and trade and travel restrictions have been lifted in most parts of the world, new outbreaks could take place at any time and other crises such as the war in the Ukraine and the global energy crisis pose a threat of global recession.

ECONOMIC PROSPECTS FOR 2023

The Russia-Ukraine conflict compromised the recovery trends that followed after the COVID-19 pandemic and brought significant commodity price increases, historic inflation rates, more supply chain disruptions, a refugee crisis at the centre of Europe and renewed energy security challenges.

According to a forecast by the Organisation for Economic Cooperation and Development (OECD), the global economy should avoid a recession in 2023. Economic and energy security concerns and tightening financial conditions will, however, lead to a further slowdown in global economic growth from 3.1% in 2022 to 2.2% in 2023, with Europe affected the most.

The Russia-Ukraine war has disrupted global markets for fossil resources, including gas and coal. If the war in Ukraine becomes more prolonged, the relocation of supply chains may lead to a new structure of the world economy.

In its World Economic Outlook (WEO), published on 31 January 2023, the International Monetary Fund reported that global growth was projected to fall from an estimated 3.4% in 2022 to 2.9% in 2023, then rise to 3.1% in 2024. The forecast for 2023 is 0.2 percentage point higher than predicted in the October 2022 WEO, but below the historical (2000–19) average of 3.8%. The rise in central bank rates to fight inflation and Russia's war in Ukraine continue to weigh in on economic activity. The rapid spread of COVID-19 in China dampened growth in 2022, but the recent reopening has paved the way for a faster-than-expected recovery. Global inflation is expected to fall from 8.8% in 2022 to 6.6% in 2023 and 4.3% in 2024, still above pre-pandemic (2017–2019) levels of about 3.5%.

The balance of risks remains tilted to the downside, but adverse risks have moderated since the October 2022 WEO. On the upside, a stronger boost from pent-up demand in numerous economies or a faster fall in inflation are plausible. On the downside, severe health outcomes in China could hold back the recovery, Russia's war in

Ukraine could escalate and tighter global financing costs could worsen debt distress. Financial markets could also suddenly reprice in response to adverse inflation news, while further geopolitical fragmentation could hamper economic progress.

In most economies, amid the cost-of-living crisis, the priority remains achieving sustained disinflation. With tighter monetary conditions and lower growth potentially affecting financial and debt stability, it is necessary to deploy macroprudential tools and strengthen debt restructuring frameworks. Accelerating COVID-19 vaccinations in China would safeguard the recovery, with positive cross-border spill-overs. Fiscal support should be better targeted at those most affected by elevated food and energy prices, and broad-based fiscal relief measures should be withdrawn. Stronger multilateral cooperation is essential to preserve the gains from the rules-based multilateral system and to mitigate climate change by limiting emissions and raising green investment.

The latest edition of the World Economic Forum's (WEF) *Global Risks Report* was released on 11 January 2023. At the launch of the report in London, leading experts set out the major risks the world is facing right now – and up to a decade into the future. They also shared insights on how best the world could mitigate the economic, political and social threats arising from these risks. The Managing Director at the WEF said: "Today, the energy crisis is at the very top of the risk register, followed by the food crisis and the cost of living. Two years out, though, the experts are still expecting that the cost of living is going to be the number one risk on the global agenda. Ten years out, six of the top 10 global risks are dominated by climate and the environmental risks and the risks associated with that, such as large-scale involuntary migration".

GLOBAL ENVIRONMENT AND TRENDS

Having recognised the focus of the NDP, MTSF and South Africa's foreign policy objectives, DIRCO has to contend with a dynamic, challenging and often unpredictable subregional, continental and global environment.

There are global challenges that do not respect national boundaries, such as climate change and environmental crises, and no state can address these alone. Solutions can only be found when all states and stakeholders work together. This underscores the importance of a predictable, equitable and rules-based multilateral system and working towards the reform of global governance to give developing countries their rightful place in decision-making.

The international context for forging new multilateral agreements or implementing existing ones is extremely difficult due to geopolitical rivalries and tensions. However, notable gains in multilateral negotiations were still achieved by the international community in 2022 as in-person meetings resumed, offering hope for progressive outcomes in 2023 and 2024.

For African and other developing countries, the priority is to secure at-scale, predictable and appropriate funding streams to achieve their sustainable development and just transitions objectives. Developing countries require access to funding without further exacerbating the debt crisis. This necessitates that developed countries honour their commitments to provide support and that the international financial architecture is fundamentally transformed and multilateral development banks reformed to make them fit-for-purpose in supporting sustainable development.

COVID-19 caught the world unaware and brought about rapid and wide-spread changes. The evolving variants are a signal that COVID-19 will be a long-term situation that has to be adjusted to. The unequal distribution of COVID-19 vaccines, especially to countries of the global South, is a source of concern. Moreover, vaccines need to be developed or co-produced in more developing countries that further require indigenous capacity and resources for the full health system to address COVID and other health threats, including HIV/AIDS and malaria. The COVID pandemic demonstrated both the positives of the international system, where great strides in scientific advancement were made, such as in developing new vaccines and in identifying new strains, including by internationally renowned specialists located in the global South, but also saw a rise in nationalistic and protectionist approaches and attitudes that set back sustainable development and global recovery. The pandemic highlighted that the developing countries could not count on international support alone and needed to also become more significant developers and exporters of technology and beneficiaries of raw materials.

The current global environment is characterised by a rise in new technologies and increased technological asymmetry; ongoing terrorism and violent extremism; tensions over the peaceful use of nuclear technology; threats of the illegal use of force; transnational organised crime; the displacement of populations due to civil conflict; global irregular and illegal migration due to conflicts, poverty and inequality, perpetuated by pandemics and famine; the rise in populism; tensions over the control of strategic resources; and geopolitical influence and trade wars.

There has also been an increasing trend towards unilateralism, protectionism, nationalism, populism and an inward focus on domestic priorities. Strong tendencies to pursue national interests and the fragmentation of global decision-making are emerging.

TECHNOLOGICAL DEVELOPMENTS

The digital revolution is transforming lives. The COVID-19 pandemic has acted both as a catalyst and an accelerator for global technology advancement and application and skills development, as have major international cooperation projects on science and innovation, such as the Square Kilometer Array, located in South Africa and Australia. The ongoing unprecedented rapid development of new technology, in particular the fifth-generation wireless technology for digital cellular networks, the Internet of Things (IoT), Machine Learning and Artificial Intelligence (AI), robotics, energy storage, quantum computing, material science, biotechnology, 3-D printing and nanotechnology, mean that South Africa must continuously assess what the positive and negative impact would be for the country to ensure a resilient future. The IoT has a total potential global economic impact of between US\$3.9 trillion to US\$11.1 trillion a year by 2025. Business-to-business (B2B) applications will account for 70% of value. Developing economies could potentially generate nearly 40% of the IoT's value. The digital revolution will promote gains in efficiencies and productivity, but also disrupt almost every South African industry in terms of employment. The digital revolution demands a labour force that has high technology skills but can also lead to a reduced labour force and jobless economic growth and relocation of workers. South Africa therefore needs to position itself to better exploit the enormous potential of cyber for development. At the same time, South Africa is keenly aware of cyber threats, ranging from fake news to attacks on infrastructure to the applications of technologies in modern warfare, as well as the high prevalence internationally of cybercrimes.

These “tech” opportunities and challenges tend to be transnational in nature, making it impossible for individual states to effectively respond on their own, thus requiring collective action through diplomatic engagement and multilateralism.

MULTILATERALISM

Multilateralism remains a focal point of South Africa's foreign policy. South Africa's multilateral engagements are premised on the need to advance its National Interest and safeguard its national positions, as well as advance the development priorities

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

As a demonstration of its unwavering commitment to peace, stability, security, respect for human rights, democracy and good governance, South Africa assumed the two-year membership of the African Union Peace and Security Council (AUPSC) in April 2022. Membership of South Africa in the AUPSC came at a time when the African continent and the world are faced with a myriad of challenges, including the rise in incidents of terrorism, violent extremism and radicalisation. This has now spread to all the African regions, including the southern African region and the Sahel region, which has been the most affected area. The attacks linked to terrorism and violent extremism have led to killings, maiming and displacements of thousands of innocent civilians.

In the past two years, Africa has witnessed the resurgence of unconstitutional changes of government. For a long time, the issue of unconstitutional changes of government was a thing of the past as Africa's good governance and democratisation process had gained traction and made significant achievements. However, within a short space of time, there has been a regression in this process, as the rise of coups d'état and attempted coups has been witnessed. During its tenure in the AUPSC, South Africa has, among others, endeavoured to ensure that AU is a rules-based organisation in line with its Constitutive Act.

Expected multilateral trends include:

- Climate change, environmental crises and the COVID-19 pandemic have underlined the importance of multilateral cooperation.
- The COVID-19 pandemic has made the attainment of the SDGs 2030 Agenda and Agenda 2063 unlikely within the set timeline.
- A multipolar world continues to emerge with accompanying tensions.
- Reform of the UN and other global governance bodies is still facing resistance from large states.
- The Non-Aligned Movement (NAM) and the G77 and China lack cohesion to enable the global South to unlock its full potential to influence global governance

structures. The war in the Ukraine is revisiting the question of whether developing countries could reunite under the concept of not being aligned to the strategic interests of major powers and instead focus on advancing their own independent national and collective interests.

- Developed countries prefer to set the international agenda and shape outcomes through the G7 and other plurilateral bodies they dominate, such as the North Atlantic Treaty Organisation (NATO).
- The G20 is becoming more influential beyond its original economic mandate, but developed countries expect it to rubber-stamp G7 positions.
- Conflict resolution still depends on the UN or regional peacekeepers to bring about stability.
- The AU is making progress with the integration of the continent e.g. through the African Court of Justice and Human Rights and the African Continental Free Trade Agreement.

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

HUMAN RIGHTS, SOUTH AFRICA AND THE INTERNATIONAL CONTEXT

South Africa's engagement with the world, in this case, in the field of human rights, is always informed and guided by a number of considerations and factors, including: (a) the supreme law of the land, the Constitution, (b) the national interests as articulated in important policy frameworks of our government, including the National Development Plan (NDP), specifically, Chapter 7 ("Positioning South Africa in the world."), as well as (c) the commitments contained in the African Agenda 2063 (the Africa we want).

One of the fundamental commitments the people of South Africa made when they adopted the Constitution as the supreme law of the land is that we should "build a united and democratic South Africa able to take its rightful place as a sovereign [and responsible] state in the family of nations" (Preamble to the Constitution). By making that commitment, the people of South Africa, through their government, wanted to confirm to the whole world that some of the key considerations that would inform South Africa's foreign policy (in this case, in the field of human rights) would be, among others, that:

- South Africa shall no longer be a pariah and rogue state in the eyes of the international community

- South Africa shall no longer be associated with violations and denial of rights and freedoms
- South Africa shall be a cooperative member of the family of nations and will be willing to be bound by and respect the rule of international law
- South Africa shall play a constructive role in international politics and will put its shoulder to the wheel and help develop the kind of norms, standards and values at the multilateral level (in this case, in the field of human rights) that will foster respect for human dignity, promote human rights, empower women, fight gender-based violence and end racism, racial discrimination, xenophobia and all forms of intolerance
- South Africa shall no longer use its sovereignty to violate international law (international human rights law, international humanitarian law and the international law of protection).

South Africa's participation in the Human Rights Council (HRC) for the period 2023 – 2025 will continue to be inspired by the above considerations and strategic objectives. The HRC is an important multilateral arena where South Africa can and must "take its rightful place as a sovereign [and responsible] state" and pursue its foreign policy objectives and promote its values. This is where South Africa can play a constructive and meaningful role and promote international cooperation and multilateralism in the field of human rights. The HRC will provide a platform for South Africa to participate in the development of norms and standards in the field of human rights that will foster the promotion, protection and practical realisation/enjoyment of all human rights by all people across the world. Given South Africa's commitment to multilateralism, its presence in the HRC will provide space to push for the transformation of the global system of governance from the power-based system to a rules-based system and to enhance the efforts to create a just and equitable global order. Thus, the HRC constitutes an important terrain within which to pursue South Africa's national interests and to influence the future direction of the global system of governance.

The Constitution states that the Bill of Rights is a "cornerstone of democracy in South Africa" and affirms the democratic values of human dignity, equality and freedom (section 7(1) of the Constitution). Further, the Constitution places an obligation on the State to "respect, protect, promote and fulfil the rights in the Bill of Rights". (section 7(2) of the Constitution). It is important to note that the obligation on the State to "respect, protect, promote and fulfil the rights in the Bill of Rights" is stated without limitation; that is, the obligation is not only limited to the actions, decisions and policies of the South African Government in the domestic setting, but that this obligation rests on the South African Government even when it acts beyond its territorial boundaries

in the field of foreign policy.

The main aim of South Africa's membership and participation in the HRC is to achieve the following foreign policy goals:

- to pursue South Africa's national interests
- to promote our values
- to contribute to the development of a rules-based system of interstate relations (multilateralism)
- to help create a global environment that is conducive to peace, development, respect for the rule of international law, advancement of human rights and freedoms and the development of Africa.

In the HRC, South Africa will focus on thematic areas that resonate with priorities such as:

- advancement, promotion, protection and practical enjoyment of human rights (including the rights of women, children and persons with disabilities)
- elimination of gender-based violence
- addressing socio-economic inequalities
- combatting racism and racial discrimination
- protection of the rights of migrants, refugees, children and other persons of concern, as well promoting access to the right of everyone to the highest standards of physical and mental health, including access to medicines and vaccines.

South Africa's tenure in the HRC (2023 – 2025) will also focus on the full and effective implementation of the Durban Declaration and Programme of Action (DDPA) as a component of global efforts towards the elimination of racism, racial discrimination, xenophobia and related intolerance. To this end, South Africa will continue to:

- Take a lead in the implementation and follow-up to the programme of activities of the Decade of People of African Descent (2015 – 2024).
- Support the activities and programmes of the newly established Forum on People of African Descent.
- Ensure that the aims, objectives and mandate of the DDPA are realised. South Africa will also play a key role in the processes to start negotiations on the Declaration on the Rights of People of African Descent.

The HRC is set to be "reviewed" during the period 2021 – 2026. Although the fullest

terms of this "review" have not yet been defined, it is anticipated – based on the views of other countries, particularly Western countries – that the latter group of countries will push for far-reaching changes to the mandate of the HRC and seek to eliminate some of the items that are currently on the agenda of the council. For instance, the US has already nailed its colours to the mast by publicly indicating that Washington will seek to eliminate the item (item number 7) on the agenda of the council that deals with the question of Palestine and other occupied Arab territories, as well as the question of racism (item number 9). As far as South Africa is concerned, the "review" of the HRC should aim to preserve the mandate of the council and keep intact the items dealing with the question of Palestine and racism and other forms of intolerance. The anti-racism agenda is an important flagship programme for South Africa, given the responsibility we have in this regard following the outcomes of the 2001 Durban World Conference Against Racism. Any attempts by other countries to delete these important items from the agenda of an important institution such as the HRC should be resisted. At the time when racism, racial discrimination, xenophobia and other forms of intolerance are raising their ugly heads, all efforts should be made to ensure that the international community is focussed and committed to joining the fight to rid the world of these scourges. South Africa will play a key role in the HRC and champion this fight.

HUMANITARIAN AFFAIRS, SOUTH AFRICA AND THE INTERNATIONAL CONTEXT

South Africa is the biggest humanitarian actor on the continent and will continue to hold this position for the time to come. The main areas of focus in South Africa's humanitarian diplomacy include: international humanitarian law (IHL), migration, refugees and internally displaced persons (IDPs), food security and nutrition, disasters and humanitarian assistance.

South Africa will cooperate with its global and regional partners to promote respect for and observance of IHL with the objective of ensuring that human rights are protected during peace times and conflict times.

South Africa will continue to pursue its National Interest and promote its values in the areas of humanitarian diplomacy, IHL, international law of protection (refugees), migration, IDPs, food security and nutrition and humanitarian assistance within the multilateral system of global governance.

Amid high levels of international migration, unprecedented levels of displacement with the majority of the displaced on the African continent, as well as a growing intolerance globally towards refugees and migrants, including the lasting and devastating impacts

of the COVID-9 pandemic, South Africa will continue to advocate, prioritise and work towards safe, orderly and regular migration, both regionally and globally, with our international and national stakeholders.

Furthermore, South Africa advocates for the strengthening of compliance with IHL during a time where new and emerging conflicts are growing and threatening international peace and security.

Every year, southern Africa and the rest of the continent experience phenomena of natural disasters, including cyclones, floods and droughts. These situations are further exacerbated by climate change, resulting in food insecurity and the displacement of people, resulting in humanitarian crisis with a heightened need for humanitarian assistance. In this regard, South Africa will prioritise the hosting of the UN Humanitarian Depot, which will further contribute to humanitarian responses globally.

In the mid of the continuing armed conflicts across the world, many remain food insecure and others live in famine-like conditions. In this regard, South Africa will continue to play a critical role in ensuring that issues of food security and nutrition are addressed at multilateral levels.

UNITED NATIONS

With its near universal membership and vast agenda, the UN remains the most important multilateral institution and the centre of global governance. Therefore, engagement with the UN and active participation in its processes, are of vital importance to South Africa and the advancement of its foreign policy priorities.

South Africa's engagement with the UN is informed by the realisation that the organisation does not reflect current global political and economic realities. Hence, a key priority in South Africa's engagement with the UN is to advance the reform of the existing global governance architecture with a view to improving its responsiveness to the needs of, and challenges faced by, developing states. The multilateral environment remains under threat from unilateralist tendencies and geopolitical tensions, as well as a gradual erosion and politicisation of multilateral programmes and agenda-setting due to the chronic shortfalls in the UN's regular budget and increased reliance on extra budgetary/earmarked funding. Consequently, South Africa seeks to influence this environment through active participation in the system of global governance, at the same time also honouring all membership obligations.

INSTITUTIONAL REFORM

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

PROMOTION OF COOPERATION BETWEEN THE UNITED NATIONS AND THE AFRICAN UNION

South Africa's third two-year term on the UN Security Council (SC) ended in December 2021. During its term, South Africa endeavoured to promote its views and values regarding, among others, the importance of women in peace and security; championing the cause of children in armed conflict situations; the rule of law at national and international levels; post-conflict reconstruction and development; and the peaceful resolution of conflict while fighting impunity.

South Africa's Chairship of the AU Assembly of Heads of State and Government ended in February 2021.

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

DISARMAMENT, NON-PROLIFERATION AND ARMS CONTROL

The spectre of nuclear conflict is re-emerging, as a distinct possibility, following a decades-long hiatus in terms of the threat of the use of nuclear weapons. Existing tensions also raise concern about nuclear armed states, in particular India, Pakistan, Israel and the Democratic People's Republic of Korea (DPRK), as these countries are not bound by the relevant international treaties.

Global stocks of nuclear weapons are increasing and becoming more lethal as nuclear-weapon states continue to modernise their nuclear arsenals, with some states increasing the salience of nuclear weapons in their military and security strategies and doctrines. The risk of a major conflict involving nuclear weapons and the catastrophic

consequences thereof cannot be discounted.

The Treaty on the Prohibition of Nuclear Weapons (TPNW) is steadily strengthening the norm against nuclear weapons, and given the catastrophic humanitarian impact of any use of nuclear weapons, South Africa is working towards promoting the universality of the treaty, which entered into force during January 2021. The Nuclear Non-Proliferation Treaty (NPT) on the other hand, continues to come under strain. Nuclear weapon states and states under extended nuclear security guarantees (umbrella states) are reneging on nuclear disarmament commitments and are primarily focussing on non-proliferation and peaceful uses in a manner that places obligations on non-nuclear-weapon states, while attempting to restrict these states' access to nuclear technologies for peaceful use.

The African Commission on Nuclear Energy (AFCONE), with its headquarters in South Africa, is the Secretariat of the African Nuclear Weapon Free-Zone Treaty (Pelindaba Treaty) and provides assistance to African states in terms of peaceful uses of nuclear energy, as well as the verification thereof, in conjunction with the International Atomic Energy Agency (IAEA). The main nuclear security issues in Africa include the handling of radioactive sources and the threat of illicit trafficking of radioactive and nuclear materials. This is particularly important, given the persistent threat of terrorism and violent extremism on the continent. AFCONE assures adherence to nuclear security mainly through the verification of reports submitted by state parties to the Pelindaba Treaty on their nuclear activities.

South Africa continues to contribute to capacity-building on the African continent, especially in the field of peaceful uses of nuclear energy. In so doing, the country promotes the benefits that disarmament, non-proliferation and arms control hold for international peace and security, particularly for countries in Africa and the Non-Aligned Movement.

In terms of biological and chemical weapons, the potential threat of the use of these weapons is being further exacerbated by an unstable international environment and persistent conflicts such as the war in Ukraine and the civil war in the Syrian Arab Republic, where the threat of use of such weapons remains a reality.

The COVID-19 pandemic has also demonstrated both the devastating human and economic consequences of a global biological outbreak. The danger of the potential use of biological weapons cannot be ignored, making it imperative for countries to be better prepared to quickly react and respond to a biological incident, whether man-made or of natural origin.

The 21st century has seen unprecedented advances in chemistry, biotechnology and the life sciences, enhanced by the effects of globalisation, improved information and communications technology (ICT) systems bringing benefits to humanity but also the potential of being misused due to the inherent dual-use nature. UN Secretary-General, António Guterres, noted in his Agenda for Disarmament, issued in 2018, that “concerns regarding the increasing risks of biological and chemical weapons have continued to grow as developments in science and technology lower barriers for acquisition, access and use, including by non-state actors”.

South Africa continues to engage in relevant domestic and international control regimes to counter such threats to peace and security and to ensure the country's reputation as a responsible possessor and trader of nuclear, biological and chemical products and related advanced dual-use technologies. South Africa, as a state party to the Convention for the Prohibition of use of Chemical Weapons (CWC), the Biological Weapons Convention (BWC) and the NPT and as a member state of the IAEA, remains committed to being a responsible international actor advocating for the peaceful use and transfer of nuclear, chemical and biological products for peaceful purposes and the controlled trade in dual-use items, which actively contribute billions of rands to the South African economy.

In the areas of disarmament, non-proliferation and arms control, South Africa continues to be guided by the 1994 Cabinet policy, which covers all weapons of mass destruction and extends to concerns relating to the proliferation of conventional weapons. South Africa continues to ensure that unwarranted restrictions are not imposed on the right of developing countries to access material, equipment and technologies required for their development.

Efforts are continuing to promote the Arms Trade Treaty, which has the objective of setting the highest possible international standards for regulating the international trade in conventional arms and seeks to prevent and eradicate the illicit trade and diversion of conventional arms.

Issues related to conventional arms treaties with both disarmament and humanitarian provisions remain pertinent, including the placing of prohibitions or restrictions on those categories of weapons that are indiscriminate and inhumane, cause unnecessary human suffering and lead to large numbers of civilian casualties.

In the area of conventional arms, it remains necessary to keep abreast of new developments and emerging technologies in the design and manufacture of such weapons, particularly in global trends in small arms and light weapons and lethal

autonomous weapons systems (LAWS). There is an urgent need to set international standards on these weapons by prohibiting the production of those that are unreliable and have indiscriminate effects, while ensuring human control during all key stages of deployment, before a large-scale global roll-out of LAWS takes place.

The multilateral disarmament machinery has, for some time, been in a relative stalemate and in most of the treaty bodies agreement on any substantive outcomes has been an ongoing challenge. However, following the outbreak of the conflict in Ukraine, European and aligned states have been using the Global Governance System to draw attention to this situation, which has further negatively impacted the work of the disarmament and non-proliferation machinery and resulted in negative changes to previous principled positions of traditional partners. Examples include the lack of progress in the Conference on Disarmament (CD), NPT, the Wassenaar Arrangement (WA), CWC, IAEA and BWC. Other disarmament and non-proliferation treaty bodies and processes, as well as control regimes have also been negatively affected.

Important trends include:

- The conflict in Ukraine has the potential to escalate into a nuclear disaster that will have catastrophic humanitarian consequences.
- A growing number of states are advocating the benefit of nuclear deterrence and are increasing the salience of nuclear weapons in their military and security doctrines.
- An agreement on the reinstatement of the Joint Comprehensive Plan of Action (JCPOA) in terms of Iran's nuclear programme has stalled and is dependent on the finalisation of negotiations between Iran and the US. Ultimately, the US needs to return to the JCPOA, while Iran must once again comply with its nuclear-related commitments under the Plan of Action.
- In the absence of political engagement to address the situation in the Korean Peninsula, tension is increasing with multiple missiles (short-range, medium-range and ballistic) being launched by the DPRK and accusations that the latter is preparing to undertake another nuclear test.
- The Australia, United Kingdom and US' trilateral security pact (AUKUS) is an emerging non-proliferation challenge and could be a destabilising factor obstructing nuclear disarmament and further prompting an arms race.
- The Strategic Arms Limitation Treaty (New START) has been extended until 2026 but there is an urgent need for the parties to commence negotiations on

a successor agreement.

- The development of hypersonic weapons is being undertaken by several countries such as Australia, China, Iran, India, Japan, Pakistan, the Russian Federation, South Korea and the US, which further increases uncertainty and the potential risk for inadvertent military actions and miscalculations.
- The role and use of emerging technologies such as AI, quantum computing, synthetic biology and machine learning in the disarmament, non-proliferation and arms control context remains a major concern due to their unchecked development and possible use.
- Concerns about cyber security and the responsible use of ICTs are becoming more pronounced and many states' (especially developing states) ability to counter cyber and ICT threats remain limited.

TERRORISM

Terrorism continues to pose a threat to international peace and security. In the wake of continued terror attacks in different parts of the world and the exploitation of instability and conflict by terrorist groups in pursuit of their agendas, countering international terrorism remains high on the agenda of the UN. South Africa's commitment to combatting international terrorism under the auspices of the UN and the AU is reflected in its participation in the counter-terrorism structures of these organisations, presenting it with an opportunity to promote national and continental positions on this complex and growing agenda.

CLIMATE CHANGE

According to the best available science, human-influenced climate change is accelerating, increasing the frequency and intensity of extreme weather events, such as cyclones and floods, as well as slow-onset weather events, including drought. The international community is not on course to meet the Paris Agreement's goal of keeping the global aggregate temperature increase since the start of the industrial revolution to under 2 degrees Centigrade, much less the aspirational goal of further reducing the increase to 1,5 degrees. The window of opportunity to address the crisis is fast closing and this needs to be the "Decade of Action", as the UN proclaims. Even at the current situation of just over a 1% global temperature rise, South Africa and most other countries are experiencing catastrophic loss and damage caused by climate change and are devoting ever greater resources to making their societies more climate-resilient and adapting to climate change. States are seeking to transition

their economies to more sustainable modes of consumption and production, including by phasing-down the use of fossil fuels in favour of renewable energy and adopting a circular economy approach to reduce waste and enhance efficiency.

South Africa has developed a national framework strategy to achieve an economy and society-wide just transition, which includes a highly ambitious Nationally Determined Contribution (NDC) to the Paris Agreement. South Africa will only be able to achieve the full vision of its just transition and the most ambitious end of the range of scenarios outlined in its NDC with international support. Most other developing countries face the same situation, which is why the priority in the multilateral negotiations located at the UN Framework Convention on Climate Change (UNFCCC) is to secure access to enabling means of implementation support. South Africa joins other developing countries in advocating for a global response to climate change that is ambitious and equitable and that provides development space for developing countries, in the context of Sustainable Development and the Right to Development. Developed countries must honour their commitments and take the lead in emission reductions and climate action, with all parties contributing their best effort in accordance with the UNFCCC's guiding principles of equity and common but differentiated responsibilities and respective capabilities, in light of national circumstances.

GENDER

South Africa's commitment to gender equality is firmly established in the Constitution (1996). Chapter 2 of the Constitution, also known as the Bill of Rights, guarantees full and equal enjoyment of all rights by all genders and the protection of people against any form of discrimination, including discrimination on the basis of race, sex, gender, religion, etc. The South African Parliament has also passed legislation that furthers the goals of gender equality, including the Employment Equity Act, 1998, and the Promotion of Equality and Prevention of Unfair Discrimination Act, 2000. Several gender-equality-relevant frameworks inform government policies and programmes. These include the National Policy Framework for Women's Empowerment and Gender Equality of 2000, also known as the Gender Policy Framework, which reflects South Africa's vision for gender equality and how it intends to realise this ideal.

In addition, South Africa is a signatory to several international and regional instruments relating to gender equality and women empowerment. These include the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) of 1995, the AU Protocol to the African Charter on Human People's Rights on the Rights of Women, better known as the Maputo Protocol (2005), and the Southern African

Development Community (SADC) Protocol on Gender and Development (2012). Gender mainstreaming continues to be a key process for instituting change and building an equal society based on respect for human rights. South Africa ratified the Beijing Platform for Action, an agenda towards the empowerment of women and girls, and made a firm commitment to mainstream gender within the Government by creating the National Gender Machinery, led by the Department of Women, Youth and Persons with Disabilities. In 2021, South Africa ratified the International Labour Organisation (ILO) Convention 190 aimed at ending violence and harassment in the world of work.

SOUTH-SOUTH AND NORTH-SOUTH COOPERATION

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

South Africa pursues mutually beneficial cooperation among countries and groupings of the South to develop common positions on political, economic, social and human rights issues as an effective response in addressing the historic marginalisation of these countries. Groupings of the South share the need to restructure the global political, economic and financial architecture to be more balanced, representative, inclusive and equitable, as well as to ensure that the international system rests on the important pillars of multilateralism and international law. South Africa will also continue to use its membership and bilateral and multilateral engagements with groupings of the South to support foreign policy objectives; advocate for strong, mutually beneficial South-South cooperation; advocate for focussed regional integration in fast-growing markets; and strengthen regional cooperation in areas of interest with countries of the South. Groupings of the South include BRICS (Brazil, Russia, India, China and South Africa), which South Africa will Chair in 2023; IBSA (India, Brazil and South Africa); IORA (Indian Ocean Rim Association); the Group of 77 (G77) and China; and the Non-Aligned Movement (NAM).

South Africa participates in all high-level meetings of the NAM and the G77, which it views as a key international obligation. South Africa remains committed to the guiding principles of the NAM and the G77, supports consensus-building in developing the positions of these groups and prioritises close South-South cooperation as a crucial element to countering the international marginalisation of the developing world.

South Africa will continue to utilise its membership of the NAM and G77 to further the African Agenda; strengthen South-South cooperation; promote dialogue to achieve sustainable development, international peace and security; promote multilateralism and the Bandung principles; and encourage the strengthening of rules-based global governance systems and the reform of the UN and its organs.

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

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

COMMONWEALTH

South Africa will also actively participate in the work of the Commonwealth and attend all high-level meetings, including the Commonwealth Foreign Affairs Ministers Meeting and the biannual Commonwealth Heads of Government Meeting. South Africa supports the reform of the Commonwealth to focus on priority areas, which will add value as well as strengthen the organisation and raise the profile of the Commonwealth. In view of the current financial environment, South Africa supports the cost-cutting measures implemented at the Commonwealth Secretariat and will work towards more effective and efficient delivery of the objectives of the Commonwealth as set out in the new Strategic Plan; in line with the Commonwealth Charter; the mandates of the Commonwealth Heads of Government Meeting (CHOGM); and the UN Sustainable Development Goals (SDGs). South Africa will utilise its position as a leading advocate within the Commonwealth to continue to promote the African Agenda; the interests of developing member states; and to monitor the implementation of the mandates given to the Commonwealth Secretariat at CHOGMs.

RELATIONS WITH REGIONS OF THE WORLD

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

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

THE AFRICAN CONTINENT

The 2022 African Economic Outlook was released by the African Development Bank (AfDB) on 25 May 2022. The release came against a backdrop of two major global crises: the lingering COVID-19 pandemic and the Russia-Ukraine conflict. The latter erupted as Africa's economy was on a path of recovery from the ravaging impact of the pandemic and it threatens to set back the continent's promising economic prospects.

According to the President of the AfDB, the continent risks sliding into stagflation – a combination of slow growth and high inflation. Real gross domestic product (GDP) is projected to grow by 4.1% in 2022, markedly lower than the near 7% in 2021. The deceleration in growth highlights the severity of the impact of the Russia-Ukraine conflict on Africa's economy. The services sector, especially tourism, has shown strong post-pandemic recovery and is likely to remain buoyant in the medium term, supported by industry, especially in mining, underpinned by soaring metal prices. Africa's low COVID-19 vaccination roll-out, persistent sovereign debt vulnerabilities, high debt levels and climate and environmental concerns remain the main threats to medium- and long-term growth trajectories. Disruptions to global trade and supply chains – primarily in the agricultural, fertiliser and energy sectors – following the

Russia-Ukraine conflict and the corresponding sanctions on trade with Russia have tilted the balance of risks to Africa's economic outlook to the downside. Should the Russia-Ukraine conflict persist, Africa's growth is likely to stagnate at around 4% in 2023.

Global context: South Africa's foreign policy is implemented within a highly dynamic and challenging global environment, which at times is unpredictable. This includes a shift in the Global "Balance of Forces", characterised by the global power struggle between forces of multipolarity (BRICS) and unipolarity (US). China has emerged as a major global political and economic power, with its dominance on the African continent in particular. Another major development is the eruption of war between Russia and Ukraine in February 2022, which has caused disruptions to the global food and energy value chain of untold proportions.

Political: The regional economic communities have in recent years been challenged in the management of political crises in the countries of the continent. The way in which these crises are managed undoubtedly set the precedent for future manifestations of anti-government sentiments. The lack of progress in the resolution of the Western Sahara independence agenda and the Israeli-Palestine conflict, remains a worrying trend. This is coupled by the influence of internal and external actors on these issues at the expense of African solidarity and Pan Africanism.

Peace, security and stability: The stability of the continent has been extensively challenged over recent years. Despite the holding of regular elections and the peaceful transfer of political power, anti-government protests and coups d'état have increased. The presence of extremists, insurgents and armed groups in various parts of the continent, reversed the developmental progress achieved over the last decade. The politico-security situation in the region, particularly in Northern Mozambique, Cabo Delgado and the Democratic Republic of Congo (DRC) remains a priority. Despite the relatively calmness, the isolated security threats in some member states, as mentioned above, are a major concern.

Economic: According to the April 2022 IMF's *Economic Outlook Report*, the economic recovery in sub-Saharan Africa after the COVID-19 pandemic disruption was promising with economic growth estimated to reach 4.5% in this year up from 3.7% in 2021. However, the Russia-Ukraine conflict has triggered a global economic shock that is hitting the region at a time when countries' policy space to respond is minimal to non-existent. Food and nutrition insecurity in the SADC region was also underscored by the 2022 *SADC Synthesis Report* on the state of food and nutrition

security and vulnerability in southern Africa, which also calls on the region to build resilience to address the multiple and increasing shocks it faces.

Of the 55 African countries, 38 have direct access to sea routes. This geographic advantage has placed these countries at a strategic position with regard to sea trade and the ocean economy. Unfortunately, the same strategic geographic position has also attracted access contestations by global powers, transnational crime syndicates and piracy on both the east and west side of the continent.

Trade: The African continent accounts for 26.67% of South Africa's total global exports; 12.63% of our total global imports; and 19.68% of South Africa's total global trade portfolio. The majority of South Africa's trade with the African continent, around 80%, is within the SADC region. Africa also has the advantage of a young and growing population and will soon have the fastest urbanisation rate in the world. By 2034, the region is expected to have a larger workforce than either China or India. Manufacturing, infrastructure development, telecommunications, energy, transport, logistics and technology are sectors that developed economies perceive as having huge investment potential for the continent. There is a growing potential for the agricultural sector to become a driver of economic growth on the continent. However, increasing levels of government debt – the creation of a fiscal bubble, along with rising youth unemployment poses significant challenges to the continent.

South Africa's major exports to the continent, in order of value, include: mineral products; heavy and light machinery; chemicals; iron and steel products; prepared foodstuffs; vehicles, aircrafts and vessels; plastics and rubber; vegetables; textiles; wood pulp; live animals; precious metals; toys, sports and apparel; medical and photographic equipment; stone and glass; wood products; animal or vegetable vats; footwear; raw hides and leather; works of art; and equipment components.

The number of South African companies doing business on the continent has also increased exponentially since 1994, thus also contributing to the favourable trade balance South Africa enjoys in its trade within Africa. It is worth mentioning that South Africa exports value-added goods to the continent, which therefore contributes directly to South Africa's manufacturing sector and job creation.

From a social perspective, according to the World Bank, the African continent is the second most populous continent after Asia with 1.3 billion people accounting for 16% of the world's human population - (Demographic Dividend). In 2017, 383.55 million youth aged 10 to 24 years lived in Africa, accounting for just under 31% of the

continent's population. The youthful age, growing population, increasing middle class and consumers, are major resources for the continent.

Social: The continent has a favourable youth demographics (young population), thus touted as a major advantage for economic growth prospects, albeit with a high unemployment rate, especially among youth and women. According to Cities Alliance, almost 60% of Africa's population is under the age of 25, making Africa the world's youngest continent. An increasing working-age population is a major opportunity for economic growth. While the youth continue to present favourable advantages, it continues to battle with under-development, lack of jobs and poverty. These include civil unrest, unemployment, natural disasters as well as floods and food insecurity.

Regional economic integration: The Regional Indicative Strategic Development Plan (RISDP) 2020-2030 is based on a firm foundation of peace, security and good governance, and is premised on the following three pillars of industrial development and market integration; infrastructure development in support of regional integration; and social and human capital development, including cross-cutting issues such as gender, youth, climate change and disaster risk management. All these issues form a triangle that guides our work, known as the security-development-governance nexus. The SADC integration objectives and strategies are articulated in the RISDP 2020-2030 and SADC Vision 2050, approved by the SADC Summit of Heads of State and Government in August 2020.

The African Renaissance and International Cooperation Fund Act, 2000 (Act 51 of 2000): The Act establishes an African Renaissance and International Fund (ARF) to enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, socio-economic development and integration, humanitarian assistance and human resource development.

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

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

EUROPE AND THE EUROPEAN UNION

The EU, including the Eurozone countries, is the single largest global trading bloc and remains a key and essential international role-player.

The Euro area economy was recovering swiftly from the after-effects of the COVID-19 pandemic and supply bottlenecks when the Russia-Ukraine conflict started in February 2022.

Contrary to initial expectations, the Russia-Ukraine conflict is continuing, causing increasing supply chain disruption and global shortages of critical goods and a drop in manufacturing, agricultural, trade and construction sectors, which will continue to worsen in this financial year. The reliance, for example, of German exporters on international suppliers of mechanical parts, will mean that as long as the conflict in Ukraine continues, disruptions, particularly in the automotive sector, will continue to worsen, having a direct impact on trade relations between South Africa and Germany but also with the other Western European countries.

The sanctions imposed on Russia have blocked the traditional routes for the transport of goods and services in Europe and have exacerbated global supply chain challenges. The traditional supply of grains by Russia and Ukraine have, for example, been disrupted not only by the sanctions on Russia, but also by the destruction of infrastructure in Ukraine. This has and will continue to have a direct impact on Africa and South Africa in the foreseeable future.

The following trends are highlighted:

- an increase in conservative government coalitions in larger countries and in European as voters appear to be dissatisfied with traditional political parties
- leaders on the continent are more pro-business and pro-Europe
- divisions in Europe are emerging as a result of the Russia-Ukraine conflict, highlighting the EU as a union of many
- reforms of the EU are possible in future
- potential terror attacks in Europe
- illegal migration is continuing
- the EU is under pressure from Eastern and Southern Europe
- EU and US bilateral relations with Russia are expected to remain tense

- the EU has competitive advantages in the Fourth Industrial Revolution (4IR).

Despite some uncertainty within the United Kingdom (UK) about its global role and standing post-Brexit, the UK remains a major power that exerts international, economic, political, military, scientific and cultural influence globally. Since Brexit, the UK has especially focussed on seeking alternate trade partners and strengthening its relations with African and Commonwealth countries.

For South Africa, it is expected that trade with and investment and tourism from Europe will stabilise and increase. For Europe, there is an expectation for South Africa to take a greater role in peace and security and combatting corruption in Africa.

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

FDI from Europe is estimated at over R1 trillion with more than 2 000 companies operating in South Africa, employing South Africans, enhancing their skills and investing in the economy.

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

The introduction of the EU's Carbon Border Adjustment Mechanism (CBAM) in the near future may negatively impact on South Africa's and other developing countries by transferring the climate burden to the developing world. This may further lead to trade distortions and impact on South Africa's trade with the EU. The shift in the global balance of forces as a result of the Russia-Ukraine conflict will need to be monitored, as well as any change in reaction of EU-partners and NATO members towards South Africa as a result of its neutral position vis-à-vis the Russia-Ukraine conflict.

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

The SADC-EU EPA covers trade and investment issues and regional integration efforts. The EU had previously indicated that the EPAs would also form the legal framework under which it would incorporate support for the achievement of the SDGs and support for climate change projects. This undertaking represents a move beyond the donor/recipient relationship towards long-term cooperation on jointly identified, mutual and complementary interests, based on the principles of equality, ownership, partnership, solidarity, complementarity, subsidiarity and proportionality. The SADC EPA countries' main export product to the EU is diamonds. Other products from the region include agricultural products, oil and aluminum. South Africa's exports to the EU are more diversified and range from fruit to platinum and from manufactured goods to wine. The EU exports a wide range of goods to SADC EPA countries, including vehicles, machinery, electrical equipment, pharmaceuticals and processed food.

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

SOUTH AFRICA AND THE AMERICAS

According to the Economist Group, a combination of high inflation, a steep rise in interest rates and slowdowns in Europe and China will curb growth prospects across North America in 2023. The US economy is expected to experience a mild technical recession in early 2023, with GDP flattening year-on-year, rising by just 0.1%. In contrast, the Canadian economy will continue to benefit from high commodity prices, although aggressive monetary tightening will also impact growth. Both US and Canadian foreign policy will re-focus on China in 2023, while an easing of North America-China tensions is not expected any time soon.

Following the midterm elections of November 2022, the Democrats held onto the Senate with at most 51 seats, while the Republicans hold a narrow majority in the House of Representatives. The so-called Red Wave failed to materialise as most Trump-endorsed candidates were not elected. There is a realisation that Trumpism has cost the Republicans and the narrow Republican win in the House was clouded by growing rivalry between former President Donald Trump and Governor Ron DeSantis of Florida, as both are expected to enter the presidential race in 2024.

The convening of the Bilateral Strategic Dialogue in August 2022, at Ministerial level, and the Working Visit to Washington DC by President Ramaphosa in September 2022, allowed for an opportunity to strategically review the bilateral relationship and

identify new priorities, and reinforced the recognition by the US of South Africa's leadership role in the region and globally.

The hosting of the US-Africa Leaders' Summit by President Biden in December 2022 was rooted in the recognition that Africa is a key geopolitical player. The summit delivered key outcomes relating to health, climate change, conflicts, food security and food system resilience. The US Government announced several new initiatives to grow two-way trade and investment and signed a Memorandum of Understanding to with the AfCFTA Secretariat to expand engagement to promote equitable, sustainable, and inclusive trade; boost competitiveness; and attract investment to the continent.

The following trends are highlighted:

- The Biden Administration has made steady progress in re-engaging multilaterally, restoring and re-energising its alliances with key partners and rejuvenating partnerships in international organisations, including in the context of the COVID-19 pandemic and climate action.
- There will be a continuation of geopolitical disruptors in the form of great power competition, particularly with Russia and with China in different ways, including competition for influence in the Asia-Pacific region, Africa and Latin America.
- A greater focus on the Creating Helpful Incentives to Produce Semiconductors and Science Act of 2022 (CHIPS Act) to make sure that the US remains the leader in making semiconductors and on the Inflation Reduction Act to aid economic recovery, tackle the climate crisis and drive a green energy revolution. At the same time, the US will invest a lot of effort to avoid competition with China veering into conflict.
- Following the outcomes of the mid-term elections, prospects for a divided government and political posturing are high, particularly on dominant issues such as inflation, democracy, abortion, crime, border security and immigration, gun control, LGBTIQ+ issues, education, parental rights and especially, as attention shifts to the 2024 presidential election.
- Former President Trump's announcement that he will run for president again is likely to unsettle the revived alliance with NATO, given his world views.
- US foreign policy, particularly towards Ukraine and the Middle East, is unlikely to change, although House Republicans are expected to magnify the hawkish views of Benjamin Netanyahu who has returned as Israeli Prime Minister and who will likely continue his past strategy of using Iran as a foil to deflect attention from Israeli-Palestinian tensions and US criticism over Israeli treatment of the Palestinians and Israeli Arabs.

- The change in leadership in the House of Representatives will result in pressure to change past policy towards developing countries based on financial aid and trade preferences such as AGOA, in favour of a policy promoting economic partnerships and an insistence that US policies abroad must result in clear benefits for Americans.
- Overall, the mid-term elections will not change much regarding US engagement with South Africa/Africa. Africa will continue to command bipartisan support in the foreseeable future, although Republicans and Democrats are likely to find common ground around trade as neither the Trump nor the Biden Administration is keen on new preferential trade deals. This has implications for the renewal of AGOA, which expires in 2025, and the modalities of any new framework for trade and investment with Africa.
- In Canada, the Trudeau Administration, in response to the emergence of a multipolar world, the resultant geopolitical fragmentation and the search for areas of influence, has led to the decision for Canada to develop its own Africa Engagement Strategy, which is still under consideration. The new strategy will inform Canada's future economic engagement with Africa.

LATIN AMERICA AND THE CARIBBEAN

According to the IMF, the Latin America and Caribbean region is set to realise 3.5% GDP growth in 2022, as the region capitalised on interruptions and shocks to the global economy, such as high oil prices that boosted economies of countries like Guyana, Brazil, Mexico and Venezuela. Despite the economic resilience shown in 2022, economic growth is projected at 1.7% in 2023. This deceleration will be driven by adverse external conditions and monetary tightening aimed at fighting high inflation. Low growth will impact negatively on unemployment, inequality, informality and poverty, which remains at above 30%. The persistence of these structural challenges risks the continuation of political instability in 2023.

Politically, Latin America enters 2023 with a reconfigured political landscape, as most new governments in the region are constituted by left or centre left political parties/candidates, as well as candidates from outside the political establishments. The key challenge facing some of these new governments is continued political instability resulting from lack of absolute majority to govern; sluggish economic performance; the tendency to impeach presidents by opposition-dominated parliaments; and involvement in the political fray by other state institutions, such as national prosecutors and the military.

At multilateral level, the region is shedding the clutch of the North and moving towards

independence as regional bodies, which exclude the US and Canada, and are being revived.

Bilateral relations between South Africa and the countries of the region are maintained through structured bilateral mechanisms, high-level engagements and government-to-government agreements, with the objective of expanding economic ties to the mutual benefit of both parties. In this respect, key areas of engagement include agriculture; Antarctica; aquaculture and fisheries; arts and culture; energy and mining; health; science and innovation; skills development and training; trade and economic cooperation; and cooperation on multilateral issues. The Southern Africa Customs Union (SACU)-Southern Common Market (Mercosur) Preferential Trade Agreement (PTA) has created opportunities for improved trade relations with some of the countries of the region. Furthermore, South African mining companies have large investments in Brazil, Chile, Colombia and Peru.

Strategic competition between the US and China and a renewed global push for energy transition are key potential drivers of new business opportunities in Latin America. Firms from China, South Korea, Japan and Australia are increasingly positioning themselves in the region, investing in mining, hydrocarbons, automotive and telecommunications. Over the five-year outlook, renewable energies and advanced manufacturing should gain prominence.

Trends in the region include:

- Socio-economic challenges, especially poverty, inequality and unemployment, that were exacerbated by COVID-19 and the war in Ukraine.
- Stabilisation of the situation in Venezuela due to improved political dialogue between the Government and the opposition.
- Brazilian politics remain divided. However, the election of President Lula da Silva promises to see greater participation on regional and multilateral issues.
- The June 2022 elections in Colombia have brought some stability in the country and in its relations with neighbouring Venezuela.
- Governance challenges and political instability in Peru.
- An increase in Chinese investment in manufacturing facilities in the region, as Beijing deals with its trade challenges with the US.

ASIA AND THE MIDDLE EAST

South Africa maintains strong political relations with the countries of Asia and the

Middle East, and these partnerships contribute tangibly towards progress on the priorities identified in the National Development Plan (NDP). It is against these targets and those identified in the Post-COVID Economic Reconstruction and Recovery Plan (ERRP) that DIRCO aims to execute a more assertive economic strategy towards the region based on South Africa's National Interest, within the parameters of South-South solidarity and development cooperation. South African diplomatic engagements in the region focus on gaining access to new markets for manufactured products and market access negotiations for South African agricultural products are being pursued with a number of countries. South African economic diplomacy efforts focus on market entry and positioning South African companies to benefit from the favourable growth and future economic growth projections of the region. The region also provides opportunities for skills development and training collaboration in line with the priorities identified in the National Skills Development Strategy. South Africa's strategy of engagement with Asia and the Middle East is pursued with the following subregional focus:

- Southeast Asia is a dynamic and vibrant region characterised by high rates of economic growth and development. The region thus represents a major growing market for value-added South African exports, especially within the manufacturing and consumer goods sectors. Further areas of expansion are envisaged within the financial services, mining equipment and technology, agro-processing and defence procurement sectors. Many countries have invested in the South African economy and further FDI sources will be identified, as well as exploring training opportunities in those areas where South Africa experiences skills shortages.
- South Africa is pursuing Sectoral Dialogue Partnership (SDP) status with the Association of Southeast Asian Nations (ASEAN) and has lodged a letter of intention, dated 8 December 2022, for consideration by the Jakarta-based Secretariat. ASEAN will, post-COVID-19, continue to be a high economic growth region. The US, India, Japan and Australia are expanding their regional roles through economic and maritime security cooperation with ASEAN. China is increasing its outreach by expanding its global supply chains and networks into ASEAN.
- South Africa enjoys strong political, economic and technical relations with the countries in the East Asia and Oceania region. Bilateral relations with countries in the region are pursued in line with priorities highlighted in the NDP and ERRP. South Africa's trade and investment relations with the region are strong and growing, but there is substantial room for expansion. Tourism from the region, in particular, has huge potential to contribute to South Africa's GDP. The region is home to some of South Africa's biggest investment partners

and cooperation contributes to industrialisation, job creation, science and technology, infrastructure development and skills development.

- China is the second-largest economy in the world and South Africa's largest trade partner. However, there is a large trade deficit of US\$50 billion, which remains a concern. South Africa is also China's biggest trade partner on the continent, while Chinese companies are viewed as economic competitors for South African companies, especially in Eastern Africa.
- South Africa and China are celebrating 25 years of diplomatic relations in 2023 which also coincides with South Africa's chairing of BRICS.
- There is a positive trade balance in South Africa's favour for both Japan and the Republic of Korea (ROK). Japan and the ROK are major investors into the South African economy, with Japanese investments, in particular, characterised by bricks and mortar, heavy plant and machinery and quality job creation. Strong focus on trade, investment and inward-tourism promotion continues, including technology transfer.
- South Africa and India will be celebrating 30 years of formal diplomatic relations this year, and it is envisaged that the celebration should be used to refocus the relationship to the benefit of both countries. It is expected that India will sustain high economic growth over the long term. While the country offers a large market for South African exports and services, its "Make in India" focus means that South African companies will have to target specific sectors in that economy. During the India @ 75 celebrations in August 2022, Prime Minister Narendra Modi pledged to move India from Developing to Developed country status within the next 25 years.
- South Africa remains committed to a stable and peaceful Middle East and supports sustainable and just solutions to the various conflicts in the region. The region is an important component of South Africa's global trade and is a critical energy partner to South Africa. The strong focus on investment will continue in the objectives pursued in 2023 to 2025 through South Africa's diplomatic engagement with the region.
- The 37th Israeli government elections were held on 1 November 2022, and the appointment of Mr Benjamin Netanyahu as Prime Minister will have further adverse impacts on the prospects of resuscitating the Middle East Peace Process (MEPP) as he abandoned the last round of negotiations in 2014, which were brokered by Mr John Kerry under the Obama Administration, during which President Biden was the Vice President. Mr Netanyahu remains committed to strengthening the Abraham Accords with Arab states in order to further strengthen security ties. To achieve this goal, Mr Netanyahu wishes to

forge stronger ties with Saudi Arabia and the US.

- The high-level visits to Jordan, Palestine, Lebanon and Syria, undertaken at Deputy Minister level in 2022, have further strengthened South Africa's bilateral political and economic relations with the Levant countries.
- South Africa remains committed to supporting the two-State solution and the people of Palestine.
- Economies across the Middle East face varying growth prospects in 2023, which will drive comparatively strong growth in the energy-rich Gulf Cooperation Council (GCC) states.
- The countries of the Gulf Region are important global role players in the political and economic context. Some countries are actively engaged in mediation initiatives to promote regional peace and development initiatives, while some venture even further, including some African conflicts.
- The countries in the Gulf Region also host major international events and conferences. The United Arab Emirates (UAE) will host COP28 in November 2023.

Trends in the Middle East region include:

- Renewed efforts to establish a permanent ceasefire in Yemen and efforts to address regional conflicts in Yemen and Syria will assist in creating a conducive environment for regional growth and development.
- Israeli initiatives to establish stronger bilateral partnerships with countries in the region following the conclusion of the Abraham Accords and initiatives such as the I2U2, which may also impact on regional dynamics and postures in regional organisations.
- Iran's nuclear development programme is expanding and becoming more technologically advanced. Domestic developments in Iran impact on its international engagements and notably negotiations to resume the JCPOA. US and EU tensions with Iran are set to escalate with relations between Iran and the West expected to deteriorate further, which may scupper plans to revive the Iran nuclear deal. Saudi Arabia, Israel and Iran dynamics continue to impact on broader regional relations.
- The Middle East is increasingly subject to the impact of climate change and is an important new source for the development of appropriate strategies and technologies in this regard.
- Relations between major role players in the region and the US appear to be entering a new phase in the context of the US pivot towards Asia. Saudi-

US bilateral relations will remain an important dynamic especially within the Persian Gulf Region.

- South African exports to the Gulf region are an important stimulus in furthering sectoral cooperation as the region serves as an economic and oil import hub and centre of connectivity to major sea routes for both South Africa and the Gulf Region.
- Various sectors for enhanced economic cooperation that can be further developed include agro-processing, manufacturing, defence industries, mining, services and tourism, etc.
- High-level visits to the Kingdom of Saudi Arabia and the UAE in 2022 have laid the foundation for strengthening economic engagement that is commensurate with the cordial bilateral political relations.
- Social tensions in some countries (i.e. youth unemployment) remain pertinent and could spill over into social challenges in parts of the Middle East.

4.2 INTERNAL ENVIRONMENT ANALYSIS

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

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

The department continues to deliver a professional Protocol Service to the President, Deputy President, Minister and Deputy Ministers of International Relations and Cooperation, as well as other Cabinet ministers and departments. It also provides an advisory service to all spheres of government on all matters related to Protocol. The work of the branch is regulated, among others, in terms of the Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001), which incorporates the Vienna Convention on Diplomatic Relations, 1961, the Vienna Convention on Consular Relations, 1963,

the Foreign States Immunities Act, 1981 (Act 87 of 1981) and various international conventions and treaties. In addition, the department legalises public documents effectively and assists enterprises, South African citizens and foreign nationals in the presentation of appropriate, validated South African public documents across the globe.

Despite the above, it should be noted that the Annual Performance Plan is to be delivered in an environment that is still characterised by fiscal constraints. In response to the challenges posed by the constrained fiscal environment, the department engaged in a process of reviewing its global footprint and seeking accreditation on a non-residential basis, in a bid to contain costs. This process resulted in the closure of several missions. Furthermore, the department is in the process of developing identified systems to improve operations' efficiencies and effectiveness in automating business processes. There have been marginal improvements in the implementation of the Digital Strategy 2020 – 2025, where several ICT infra structure projects have been implemented. The remainder of these projects will be finalised in the next financial year.

The department showed an improvement with regard to the audit opinion, moving from a qualified opinion to an unqualified opinion with matters of emphasis. The department will continue efforts to improve internal controls to work towards achieving a clean audit.

Due to the nature of departmental operations, it has to contend with foreign currency fluctuations, resulting in foreign exchange losses, due to the depreciation of the Rand against other major foreign currencies, which negatively impacts on the department.

The Foreign Service Act, 2019 (Act 26 of 2019) (the "Act") and its Regulations came into force on 25 August 2022. The purpose of the Act is to professionalise the Foreign Service and provide a legislative mandate to the department by providing for the management, administration, accountability and functioning of a professional Foreign Service and the operational requirements that are suitable and supportive of the operations of the Foreign Service in a global environment. This is the first time that South Africa has legislation that governs its foreign service and that mandated the department to lead and coordinate the international relations of the Republic on all spheres of government and on bilateral, regional and multilateral levels. This will ensure coherent foreign policy implementation. The department is developing coordination guidelines and measures to enable it to fulfil its mandate.

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

Due to the shortfall on the Compensation of Employees (CoE) budget, only critical vacancies can be filled, which has impacted negatively on service delivery and the achievement of the department's mandate. To mitigate the associated risks on the shortfall of the CoE, the department will focus on upskilling and reskilling its human resources. In addition, responding to the challenges posed by the constrained fiscal environment, the department is engaged in a process of reviewing its global footprint and seeking accreditation on a non-residential basis, in a bid to contain costs.

Gender and youth development mainstreaming is a critical part of pursuing a vision for an egalitarian world. It helps embed young people and women's aspirations into development planning and ensure equality between youth and adults and men and women. In its best form, it connects democracy initiatives to equitable development outcomes for youth, women and communities.

Youth and gender mainstreaming in South Africa's foreign policy is a priority and envisages strengthening the wider influence of the sector in establishing holistic development planning across all sectors. This will contribute to young people and women's social, political and economic empowerment and open doors for their inclusion in and contribution to broader development strategies.

The mainstreaming of youth development into the department policy priorities is mainly informed by the Constitution of the Republic of South Africa, 1996; National Youth Policy 2020 – 2030 (NYP 2030); Integrated Youth Development Strategy (IYDS); NDP 2030; National Youth Development Agency (NYDA) Act, 2008 (Act 54 of 2008); the NYS Development Policy Framework (2002); South Africa's New Growth Path; African Youth Charter (2006); World Programme of Action on Youth (2000); UN Convention on the Rights of Persons with Disabilities (UNCRPD); the World

Programme of Action for Youth; and the SDGs.

The department, guided by South Africa's foreign policy objectives, interest and the above domestic and international frameworks, intends to continue taking a leading role in entrenching women and youth's rights as fundamental human rights critical for the full realisation of inclusive and sustainable development.

The department has institutionalised the 8-Principle Action Plan for Heads of Department aimed at promoting women's empowerment and gender equality (8-principle action plan). This entails reinforcing gender mainstreaming mechanisms within the department through the establishment of a framework for gender mainstreaming across policies, procedures and practices aimed at:

- creating an enabling policy environment within the department that translates government commitment to women's empowerment and gender equality into concrete actions
- facilitating processes, programmes and mechanisms to empower women and to transform gender relations in all aspects of work, at all levels of the department
- ensuring that gender considerations are effectively integrated into all aspects of departmental policies, activities and programmes
- facilitating the establishment of appropriate institutional frameworks and mechanisms for the advancement of the status of women as well as the achievement of gender equality
- coordinating a set of specific interventions and advocate for a culture of respect for human rights and human dignity as a cornerstone for the advancement of women's empowerment and gender equality
- promoting new attitudes, values and behaviour, thereby contributing towards changing the gender stereotypes and mind-set.

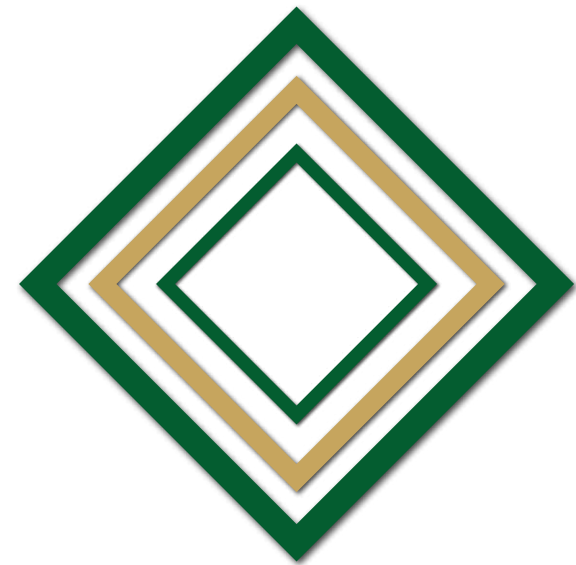
The department continues to strengthen existing budgeting and reporting tools and instruments to leverage for an effective roll-out of Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (GRPBMEA), which was adopted by Cabinet on 27 March 2019 for implementation by the sixth Government Administration. Limited adjustments are still required to fully integrate the outcomes of the gender impact assessments in the budget process, making room for gender-related information in the budget documentation or introducing standards for using a gender lens in the budget processes. This will imply continuous capacity-building for

all the stakeholders in the budget process. An approach combining the preparation of a GRPBMEA and a gender expenditure tagging mechanism is envisaged.

The department supports South Africa's commitment to build a culture of peace through the full implementation of South Africa's National Action Plan on Women, Peace and Security and the Youth, Peace and Security Agenda. These are reflected in various internal programmes within the department. To augment these priorities, the department will continue to enhance gender mainstreaming through training programmes such as the Conflict Resolution, Mediation and Negotiation Capacity-building training programme, which is targeted at the grassroots level for women and youth, persons with disabilities and the LGBTQI+ community, both domestically and on the continent. Our in-house leadership programmes also enhance gender mainstreaming, especially in the diplomatic training and the Mission Administration Management, Foreign Administration Attaché and Cadets programmes, which

prepare officials in leadership for mission assignments, where missions are also expected to align to the policy priorities of the department.

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





PART C

MEASURING OUR PERFORMANCE



5. INSTITUTIONAL PERFORMANCE INFORMATION

PROGRAMME 1: ADMINISTRATION

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

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

THE KEY FOCUS OF THE PROGRAMME:

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

SUBPROGRAMME	PURPOSE
Ministry	Provide political leadership
Departmental Management	Provide strategic and administrative support to the department
Audit Services	Monitor the development and implementation of effective and efficient internal control systems
Financial Management	Provide financial management services
Corporate Services	Provide effective, efficient and economical support services to the department
Diplomatic Training, Research and Development (DTRD)	Provide diplomatic training, facilitate the provision of functional training in the department and conduct research
Foreign Fixed Assets Management	Purpose: Provide and manage the State's fixed assets foreign portfolio
Office Accommodation	Manage the local property portfolio

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
A modern, effective department, with capable and skilled employees, which is committed to the excellent execution of South Africa's foreign policy	Improved organisational functioning through an enhanced digital environment	Number of progress reports on the implementation of the digital strategy	New indicator	Digital strategy adopted	Four progress reports on the implementation of the Digital Strategy submitted	Four progress reports on the implementation of the Digital Strategy	Four progress reports on the implementation of the Digital Strategy	Four progress reports on the implementation of the Digital Strategy	Four progress reports on the implementation of the Digital Strategy
	Unqualified audit opinion	Number of progress reports on the implementation of Audit Action Plan towards unqualified audit opinion	New indicator	Qualified audit opinion	Four progress reports on the Audit Action Plan submitted towards unqualified audit opinion with findings achieved	Four progress reports on the Audit Action Plan	Four progress reports on the implementation of the Audit Action Plan	Maintain the Unqualified Audit Opinion	Maintain the Unqualified Audit Opinion
	Improved organisational function through generic skills development programme implementation	Number of reports on training programmes conducted in line with Generic Skills Development Programme	New indicator			Four reports on training programmes conducted in line with Generic Skills Development Programme	Four reports on training programmes conducted in line with Generic Skills Development Programme	Four reports on training programmes conducted in line with Generic Skills Development Programme	Four reports on training programmes conducted in line with Generic Skills Development Programme

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Position the Diplomatic Academy as a centre of excellence in foreign service training	Number of reports on aspects implemented towards positioning the Diplomatic Academy as a centre of excellence in foreign service training	New indicator	ISO-certified quality management system maintained	Maintain ISO-certified quality management system	Maintain ISO-certified quality management system	Maintain ISO-certified quality management system	Maintain ISO-certified quality management system	Maintain ISO-certified quality management system
			New indicator	Gap analysis conducted and implementation plan on building institutional capacity to deliver the AU/ UN languages developed	Two training reports on the delivery of AU/ UN languages submitted	Two progress reports on the delivery of AU/ UN languages	Two progress reports on the delivery of AU/ UN languages	Two progress reports on the delivery of AU/ UN languages	Two progress reports on the delivery of AU/ UN languages
				Framework for building partnerships and networks developed	Two progress reports on the collaboration with partners to enrich training programmes of the academy submitted	Two progress reports on the collaboration with partners to enrich training programmes of the academy	Two progress reports on the collaboration with partners to enrich training programmes of the academy	Two progress reports on the collaboration with partners to enrich training programmes of the academy	Two progress reports on the collaboration with partners to enrich training programmes of the academy
	Gender mainstreaming by focussing on women, youth and persons with disabilities.	Number of gender mainstreaming initiatives focussing on women, youth and persons with disabilities		Six initiatives to change behaviour in relation to gender	Eight outreach initiatives to support gender mainstreaming were undertaken	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming
			Four mentoring and job shadowing outreach initiatives targeting youth	Three mentoring and job shadowing outreach initiatives targeting the youth were undertaken	Two initiatives to advance youth development and empowerment	Two initiatives to advance youth development and empowerment	Two initiatives to advance youth development and empowerment	Two initiatives to advance youth development and empowerment	

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
				Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the <i>White Paper on the Rights of Persons with Disabilities</i>	Two strategic interventions to strengthen the capacity of DIRCO to effectively and equitably implement the <i>White Paper on the Rights of Persons with Disabilities</i> were implemented	Two initiatives to mainstream the rights of persons with disabilities	Two initiatives to mainstream the rights of persons with disabilities	Two initiatives to mainstream the rights of persons with disabilities	Two initiatives to mainstream the rights of persons with disabilities
	Legal advice and services provided in respect of international and domestic law	Percentage of legal advice and services rendered	100% (698) legal services, advice and assistance provided	100% (389) legal advice and services rendered: <ul style="list-style-type: none"> • 100% (131) response for advice and assistance on international law • 100% (258) response for advice and assistance on domestic law 	100% (540) legal advice and services rendered: <ul style="list-style-type: none"> • 100% (206) response for advice and assistance on international law • 100% (334) response for advice and assistance on domestic law 	100% legal services, advice and assistance provided	100% legal services, advice and assistance provided	100% legal advice and services rendered	100% legal advice and services rendered

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of progress reports on the implementation of the Digital Strategy	Four progress reports on the implementation of the Digital Strategy	One progress report on the implementation of the Digital Strategy	One progress report on the implementation of the Digital Strategy	One progress report on the implementation of the Digital Strategy	One progress report on the implementation of the Digital Strategy
Number of progress reports on the Audit Action Plan towards achieving an unqualified audit opinion	Four progress reports on the implementation of the Audit Action Plan	One progress report on the implementation of the Audit Action Plan	One progress report on the implementation of the Audit Action Plan	One progress report on the implementation of the Audit Action Plan	One progress report on the implementation of the Audit Action Plan
Number of reports on training programmes conducted in line with Generic Skills Development Programme	Four reports on training programmes conducted in line with Generic Skills Development Programme	One report on training programmes conducted in line with Generic Skills Development Programme	One report on training programmes conducted in line with Generic Skills Development Programme	One report on training programmes conducted in line with Generic Skills Development Programme	One report on training programmes conducted in line with Generic Skills Development Programme
Number of reports on aspects implemented towards positioning the Diplomatic Academy as a centre of excellence in foreign service training	Maintain ISO-certified quality management system			SABS Audit Report issued	
	Two progress reports on the delivery of AU/UN languages		One progress report on the delivery of AU/UN languages		One progress report on the delivery of AU/UN languages
	Two progress reports on the collaboration with partners to enrich training programmes of the academy		One progress report on the collaboration with partners to enrich training programmes of the academy		One progress report on the collaboration with partners to enrich training programmes of the academy
Number of gender mainstreaming initiatives focussing on women, youth and persons with disabilities	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	One initiative to advance gender equality and women's empowerment through gender mainstreaming	Two initiatives to advance gender equality and women's empowerment through gender mainstreaming	Two initiatives to advance gender equality and women's empowerment through gender mainstreaming	One initiative to advance gender equality and women's empowerment through gender mainstreaming
	Two initiatives to advance youth development and empowerment	One initiative to advance youth development and empowerment		One initiative to advance youth development and empowerment	
	Two initiatives to mainstream the rights of persons with disabilities		One initiative to mainstream the rights of persons with disabilities		One initiative to mainstream the rights of persons with disabilities
Percentage legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered	100% legal advice and services rendered

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

The Department of International Relations and Cooperation (DIRCO) is conscious of the constrained economic climate the organisation is operating under, resulting in the undisputable need to do more with less. The current realities call for organisational renewal, innovation as well as the department's transition towards a digitisation system to assist the organisation to achieve more and to deliver on its mandate and the five-year strategic objectives. It also requires DIRCO to streamline its processes with a specific emphasis on improving its digital environment through its Digital Strategy. The department intends to improve organisational functioning, particularly through a process of digital revolution by automating some processes to improve effectiveness. An effective ICT as a core part of digital transformation will contribute effectively towards the department's efforts to positively respond to the fiscal constraints through innovative technological advances, which intend permitting improvising in order to continue to be effective towards its core mandate, without compromising the quality of the outputs.

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

Due to the reducing budget for the compensation of employees, it has been difficult for the department to fill current vacant posts. This gap has been caused by an aging workforce, natural attrition, the workforce composition numbers as well as succession plans. This has led to a further process to review the structure of the department to find ways to optimise the current staff establishment to maximise delivery on its ever-increasing mandate across all programmes.

The department will, through its Diplomatic Academy, provide and facilitate quality and responsive training that aims to develop and shape extraordinary diplomats to advance South Africa's interests in a dynamic world. Current trends in diplomacy, particularly the digitisation of diplomacy, has a direct bearing on the training the Diplomatic Academy offers. The academy will increase its utilisation of partnerships to enrich training and in the light of the new normal, also focus more on online training. In addition, the department has committed to offering UN and AU official languages as well as to continue to meet international certification.

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

The Foreign Service Bill has been signed into an Act. Effective 28 August 2022, the department is currently in a process of drafting the required regulations, codes and directives to enable the implementation of the Foreign Service Act, 2019.

The department, during its planning of setting the objectives to be achieved over the mid-term, committed to develop plans to improve the organisational function and enhance its financial management in order to move to an unqualified audit outcome with no finding.

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

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD (CONTINUED)

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

In South Africa, the youth represent more than a third of the population, with those within the age group 15 to 34 constituting 34% of the population (2022 Statistics

South Africa Population Survey). Bearing this in mind, young people continue to face serious challenges, and key among them is the problem of structural unemployment, poverty and inequality. To address these challenges, the department will mainstream youth development in its work guided by the NYP 2030. This cross-sectoral policy is aimed at effecting positive youth development outcomes among young people at local, provincial and national levels in South Africa.

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

RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 1: Administration for the 2023 Medium Term Expenditure Framework (MTEF). The allocated budget for Administration amounts to 26% of the total departmental budget for the 2023/24 financial year. The main cost drivers are office leases in South Africa and construction, refurbishment and renovations of state-owned properties.

Subprogramme name	Audited outcome			Adjusted appropriation	Medium-term estimates		
	Rand thousand	2019/20	2020/21		2021/22	2022/23	2023/24
Ministry	6 223	6 357	6 401	7 114	6 726	7 088	7 159
Departmental Management	15 415	17 552	13 766	12 600	10 066	10 608	10 717
Audit Services	25 943	17 144	16 328	23 319	19 358	19 393	19 789
Financial Management	172 402	174 485	175 092	195 937	202 233	203 371	207 846
Corporate Services	622 048	587 103	664 687	917 048	769 975	690 858	732 424
Diplomatic Training, Research and Development	53 272	43 533	44 497	56 397	59 542	60 020	61 020
Foreign Fixed Assets Management	16 233	7 913	18 086	117 139	194 726	256 815	252 978
Office Accommodation	383 478	412 018	409 744	447 910	452 998	488 280	525 734
Total	1 295 014	1 266 105	1 348 601	1 777 464	1 715 624	1 736 433	1 817 667

Economic classification	Rand thousand	Audited outcome			Adjusted appropriation	Medium-term estimates		
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Compensation of employees	496 550	485 093	488 745	504 717	508 134	524 729	532 406	
Goods and services	635 921	606 879	661 363	774 604	782 919	811 775	864 255	
Interest on rent and land	105 016	116 982	125 006	131 106	151 101	167 092	176 982	
Transfers and subsidies	2 057	3 438	2 045	1 827	1 834	1 916	2 002	
Payments for capital assets	55 470	39 317	69 679	365 210	271 636	230 921	242 022	
Payments for financial assets	-	14 396	1 763	-				
Total	1 295 014	1 266 105	1 348 601	1 777 464	1 715 624	1 736 433	1 817 667	

Salary band	Number of posts on approved establishment on 31 January 2023	Number of posts filled on 31 January 2023	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	3	2	0
Skilled (Levels 3-5)	133	109	1
Highly skilled production (Levels 6-8)	335	276	6
Highly skilled supervision (Levels 9-12)	345	261	9
Senior management (Levels 13-16)	69	50	5
Special advisers	2	2	0
Political office bearers	3	3	0
Total	890	703	21

DIRCO is conscious of the constrained economic climate the organisation is operating under, resulting in the undisputable need to do more with less. The current realities of the compensation ceiling challenged the department's officials to play different roles within the same position. Only critical posts were advertised and filled. Other vacant positions within the establishment were not funded. The department's transition towards a digitisation system assists the organisation to achieve more and to deliver on its mandate and the five-year strategic objectives of all programmes.

5. INSTITUTIONAL PERFORMANCE INFORMATION (CONTINUED)

Programme 2: International Relations

Purpose: Promote relations with foreign countries

The conduct of diplomacy between two states remains the pre-eminent basis for advancing national priorities, as well as for effective engagement in multilateral fora. Structured bilateral mechanisms regularise and govern bilateral engagements and are some of the most important and valuable foreign policy instruments to coordinate South Africa's positions and activities towards a particular country. Structured bilateral mechanisms refer to numerous regularised and formalised meetings that South Africa has with other countries.

These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions. It is an important platform for the entire spectrum of government-to-government relations and draws on the expertise of various departments, depending on the area of cooperation being pursued.

SUBPROGRAMME	PURPOSE
Africa	Promote relations with countries in Africa
Asia and the Middle East	Promote relations with countries in Asia and the Middle East
Americas and Caribbean	Promote relations with countries in America and the Caribbean
Europe	Promote relations with countries in Europe

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTSF priorities	Strengthen bilateral relations towards: <ul style="list-style-type: none"> contributing to achievement of the NDP alleviating triple challenges (inequality, poverty and unemployment) achieving the MTSF priorities promoting National Interest promoting regional and continental priorities garnering support on multilateral issues of mutual interest 	Number of regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	New indicator	Twelve regional reports on outcomes of structured bilateral mechanism and high-level visits are aligned to achievement of the NDP and MTSF as identified in the country strategies	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF
Increased FDI and contributed to economic growth in South Africa	Contributed to economic growth in South Africa through export and investment promotion by: <ul style="list-style-type: none"> exploring new areas for trade and investment, ranging from primary, secondary and tertiary sectors nurturing and expanding existing trade and investment establishing business-to-business relations 	Number of quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	New indicator	Twelve regional investment strategy and quarterly progress reports submitted	Twelve quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	Twelve quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	Twelve quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	Twelve quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	Twelve quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Contributed to growth in the tourism sector by networking and showcasing South Africa's diverse tourism industry	Number of regional reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	New indicator	<p>Twelve regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination, and the opportunities and barriers</p> <p>The outbreak of the global COVID-19 pandemic severely constrained tourism-promotion efforts during the reporting period</p> <p>International travel restrictions and lockdown measures introduced throughout the global community, contributed to the limited implementation of planned tourism-promotion events and initiatives</p>	<p>Twelve regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination was submitted</p> <p>In line with government's priorities to accelerate transformation and create jobs, tourism has been identified as an enabler for development</p>	Twelve regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Twelve regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Twelve regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Twelve regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
REGIONAL INTERGRATION									
Increased regional integration	Contribution towards implementation of regional integration and the implementation of the Revised Regional Indicative Strategic Development Plan (RISDP)	Number of assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"> • peace and stability • socio-economic development • good governance and democracy • the Implementation of the RISDP 	New indicator	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"> • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP 	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"> • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP 	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"> • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP 	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"> • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP 	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"> • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP 	Two assessment reports of South Africa's contribution towards: <ul style="list-style-type: none"> • peace and stability • socio-economic development • good governance and democracy • the implementation of the RISDP

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Twelve regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and the MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and the MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and the MTSF	Three regional political reports, including the outcomes of structured bilateral mechanisms and high-level visits aligned to achievement of the NDP and the MTSF
Number of quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	Twelve quarterly progress reports on the regional trade and investment initiatives undertaken in support of the one government investment approach	Three quarterly progress reports on the regional trade and investments and investment initiatives undertaken in support of the one government investment approach	Three quarterly progress reports on the regional trade and investments and investment initiatives undertaken in support of the one government investment approach	Three quarterly progress reports on the regional trade and investments and investment initiatives undertaken in support of the one government investment approach	Three quarterly progress reports on the regional trade and investments and investment initiatives undertaken in support of the one government investment approach
Number of regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Twelve regional tourism reports on tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Three quarterly progress reports on regional tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Three quarterly progress reports on regional tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Three quarterly progress reports on regional tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach	Three quarterly progress reports on regional tourism-promotion events to promote South Africa as a preferred tourist destination, thereby contributing to growth in the tourism sector in support of the one government tourism approach

REGIONAL INTEGRATION

<p>Number of assessment reports of South Africa's contribution towards:</p> <ul style="list-style-type: none"> • peace and • stability • socio-economic development • good governance and democracy • the implementation of the RISDP 	<p>Two assessment reports of South Africa's contribution towards:</p> <ul style="list-style-type: none"> • peace and • stability • socio-economic development • good governance and democracy • the implementation of the RISDP 		<p>One assessment report of South Africa's contribution towards:</p> <ul style="list-style-type: none"> • peace and • stability • socio-economic development • good governance and democracy • the implementation of the RISDP 		<p>One assessment report of South Africa's contribution towards:</p> <ul style="list-style-type: none"> • peace and • stability • socio-economic development • good governance and democracy • the implementation of the RISDP
--	--	--	---	--	---

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

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

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

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

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

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

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

RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 2: International Relations for the 2023 MTEF. The allocated budget for International Relations amounts to 51% of the total departmental budget for the 2023/24 financial year. The budget allocation includes allocations for 116 missions in the Africa, Americas, Europe, Asia and Middle East regions. The main cost drivers are foreign allowance, salaries and related benefits for Locally Recruited Personnel, leases of offices and residential accommodation abroad and education allowance.

Subprogramme name	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Africa	1 011 594	1 016 156	1 030 208	1 129 598	1 102 138	1 144 582	1 196 117
Asia and Middle East	969 241	981 616	942 060	966 798	937 185	979 682	1 019 134
Americas and Caribbean	516 373	519 977	465 317	446 579	483 412	500 155	563 494
Europe	866 652	872 343	838 261	840 235	867 284	901 865	923 677
Total	3 363 860	3 390 092	3 275 846	3 383 210	3 390 019	3 526 284	3 702 422

Economic classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Compensation of employees	2 082 477	2 079 514	1 947 681	1 997 624	1 967 415	2 088 599	2 125 821
Goods and services	1 228 485	1 238 295	1 163 436	1 340 377	1 389 276	1 406 892	1 534 235
Interest on rent and land				-			
Transfers and subsidies	6 304	12 368	36 834	29 504	22 942	19 974	27 563
Payments for capital assets	2 346	3 870	15 189	15 705	10 386	10 819	14 803
Payments for financial assets	44 248	56 045	112 706	-	-	-	-
Total	3 363 860	3 390 092	3 275 846	3 383 210	3 390 019	3 526 284	3 702 422

Salary band	Number of posts on approved establishment on 31 January 2023	Number of posts filled on 31 January 2023	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	13	8	0
Highly skilled production (Levels 6-8)	214	187	0
Highly skilled supervision (Levels 9-12)	492	424	0
Senior management (Levels 13-16)	164	143	0
Special advisers	0	0	0
Political office bearers	0	0	0
Total	883	762	0

DIRCO is conscious of the constrained economic climate the organisation is operating under, resulting in the undisputable need to do more with less. The current realities of the compensation ceiling challenged the department officials to play different roles within the same position. Only critical posts were advertised and filled. The vacant positions in the establishment could not be funded. The department's transition towards a digitisation system assists the organisation to achieve more and deliver on its mandate and the five-year strategic objectives for all programmes.

5. INSTITUTIONAL PERFORMANCE INFORMATION (CONTINUED)

Programme 3: International Cooperation

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

SUBPROGRAMME	PURPOSE
Global System of Governance	Participate in the global system of governance
Continental Cooperation	Strengthen socio-economic and political development of the African continent
South-South Cooperation	Strengthen South-South relations
North-South Dialogue	Strengthen relations with the strategic formations of the North

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3.1 GLOBAL SYSTEM OF GOVERNANCE									
Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions	South Africa's interests and the African Agenda promoted and reflected in the outcomes of multilateral and multistate organisations dealing with peace and security, human rights, economic and social development	Number of reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on peace and security, human rights and economic and social development	New indicator	<p>Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security, • human rights and • economic and social development 	<p>Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security, • human rights and • economic and social development 	<p>Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security, • human rights and • economic and social development 	<p>Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security, • human rights and • economic and social development 	<p>Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security, • human rights and • economic and social development 	<p>Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security, • human rights and • economic and social development
	Compliance with South Africa's international reporting obligations	Number of reports on South Africa's international reporting obligations	New indicator		Two reports on the implementation of South Africa's international reporting obligations were submitted	Two reports on the implementation of South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations
	South Africa's leadership and policy advanced on the regional, continental and global stage	Number of positions on identified influential multilateral bodies where South Africa is represented	At the end of March 2020, the number of positions occupied by South Africa (at country, expert and appointment level) stood at 65	Not reported	Sixty positions on identified influential multilateral bodies maintained	Sixty positions on identified influential multilateral bodies maintained	Sixty positions on identified influential multilateral bodies maintained	Sixty positions on identified influential multilateral bodies maintained	Sixty positions on identified influential multilateral bodies maintained

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3.2 CONTINENTAL COOPERATION									
United and politically cohesive continent that works towards shared prosperity and sustainable development	Africa partnerships recalibrated for the effective implementation of the African Union's (AU) Agenda 2063	Number of assessment reports reflecting South Africa's participation and outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 	New indicator	One monitoring report on South Africa's contribution to the operationalisation of two identified Agenda 2063 flagship projects when it hosted two back-to-back summits	Two assessment reports reflecting how the outcomes of Africa partnerships are aligned to the AU Agenda 2063	Two assessment reports reflecting South Africa's participation and outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 	Two assessment reports reflecting South Africa's participation and outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 	Two assessment reports reflecting South Africa's participation and outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 	Two assessment reports reflecting South Africa's participation and outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063
	South Africa contributes to continental efforts aimed at resolving conflicts	Number of reports on South Africa's commitments and efforts towards peace and stability on the continent	New indicator			Two reports on South Africa's commitments and efforts towards peace and stability on the continent	Two reports on South Africa's commitments and efforts towards peace and stability on the continent	Two reports on South Africa's commitments and efforts towards peace and stability on the continent	Two reports on South Africa's commitments and efforts towards peace and stability on the continent

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3.3 SOUTH-SOUTH COOPERATION									
South-South relations strengthened and consolidated in advancement of national and continental priorities	South-South cooperation utilised to pursue South Africa's National Interest and advance the development agenda	Number of reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	New indicator	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Four reports on the outcomes of South-South engagements reflecting South Africa's participation and interests, including that of the African Agenda
3.4 NORTH-SOUTH COOPERATION									
Relations with the North leveraged in advancement of national and continental priorities	North-South cooperation utilised to pursue South Africa's National Interest and advance the development agenda	Number of reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	New indicator	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda:	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda	Two reports on the outcomes of North-South engagements reflecting South Africa's participation and interests, including that of the African Agenda

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
3.1 GLOBAL SYSTEM OF GOVERNANCE					
<p>Number of reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<p>Twelve reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<p>Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<p>Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<p>Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<p>Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:</p> <ul style="list-style-type: none"> • peace and security • human rights • economic and social development
Number of reports on South Africa's international reporting obligations	Two reports on the implementation of South Africa's international reporting obligations	One report on the implementation of South Africa's international reporting obligations		One report on the implementation of South Africa's international reporting obligations	
Number of positions on identified influential multilateral bodies where South Africa is represented	Sixty positions on identified influential multilateral bodies maintained	Maintain 60		Maintain 60	
3.2 CONTINENTAL COOPERATION					
<p>Number of assessment reports reflecting South Africa's participation and outcomes of:</p> <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 	<p>Two assessment reports reflecting South Africa's participation and outcomes of:</p> <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 		<p>One assessment report reflecting South Africa's participation and outcomes of:</p> <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 		<p>One assessment report reflecting South Africa's participation and outcomes of:</p> <ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063
Number of reports on South Africa's commitments and efforts towards peace and stability on the continent	Two reports on South Africa's commitments and efforts towards peace and stability on the continent	One report on South Africa's commitments and efforts towards peace and stability on the continent		One report on South Africa's commitments and efforts towards peace and stability on the continent	

INDICATORS, ANNUAL AND QUARTERLY TARGETS

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

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

DIRCO's key focus should consistently be on actions to advance the development of the African continent, advance human rights, promote respectful cooperation between nations, actively participate in achieving peaceful resolution of conflicts and support measures to achieve increased robust and inclusive economic development. These are tough aspirations in a world that seems determined to be fractured and tense. Multilateral cooperation is thus identified as the main vehicle for advancing key foreign policy interests. As the global landscape of power and economy is changing, it is clear that the conditions for multilateralism are changing with it.

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

Maintaining this extensive international presence becomes particularly challenging in the current fiscally constrained environment. To enable strategic prioritisation of South Africa's membership of multilateral and multistate organisations, South Africa embarked on developing a long-term strategy for its membership of multilateral and multistate organisations, focussing on retaining and developing capacity in support of continued effective membership in international organisations.

Regarding peace and security, South Africa will, among others, continue to focus on the implementation of the Women, Peace and Security Agenda, will continue to seek membership of the UN Peacebuilding Commission and pursue representation on the AU Peace and Security Council.

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

South Africa will also continue to address the socio-economic and environmental consequences of the COVID-19 pandemic in Africa by continuing to play a leading role in global initiatives to mitigate the pandemic, among others, to optimise vaccine

development; support efforts to advance equitable access to affordable and accessible COVID-19 vaccines; and provide additional support for debt-distressed countries to assist with post-COVID-19 economic recovery.

South Africa's foreign policy is predicated on the principles of human rights and its engagements are premised on the need to influence norms and standards in the international human rights system and related fields, as well as strengthening governance within the system. This is with a view to realise human rights for all, bearing in mind that they are universal, indivisible, interdependent and inter-related. In 2022, South Africa was elected to serve on the Human Rights Council for a three-year term commencing on 1 January 2023.

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

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

As such, further efforts will be made to build strong, sustainable and resilient regional and continental mechanisms able to support our national efforts to deliver sustainable and inclusive economic opportunities for South Africans, in particular women and youth, as a buffer against unrest, instability, terrorism and violent extremism on our continent.

Democracy and good governance are critical to laying the foundations for sustainable development to take place in Africa. As such, South Africa has consistently called for full compliance with the norms and instruments of the AU in support of democracy and good governance on the continent as articulated in the African Charter on Democracy, Elections and Governance and others towards ensuring the achievement of sustainable and lasting peace in conflict and post-conflict settings in Africa.

The advancement of international law and a multilateral response to pressing global matters such as climate change, sustainable development, human rights law, terrorism, international criminal law, disarmament and non-proliferation, economic relations and the peaceful settlement of disputes will also continue. Respect for international law will carry on and form the basis for political and economic relations.

The official South African Treaty Register will remain a source of information to assist South Africa in recording the agreements that have to be implemented and that can deliver prosperity to its citizens. South Africa's compliance with its international obligations to submit national reports in terms of international agreements and customary international law will continue to be monitored.

The department plans to continue to ensure compliance with all South Africa's international reporting obligations as well as to enhance all continental cooperation towards South-South and North-South cooperation, while advancing the development agenda.

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

Furthermore, the adoption of International Labour Organisation (ILO) Convention 190, which seeks to eliminate gender-based violence and harassment (GBVH) in

the world of work and the adoption of Recommendation 206, are part of sustained actions to stop GBVH and create safer workplaces. This move complements existing legislation and policy documents such as the National Strategy on Gender-Based Violence and Femicide as well as the National Action Plan (NAP) on Women, Peace and Security (WPS).

This year, South Africa is pursuing partnering for change to translate the WPS Agenda into action through our role as the co-chairs of the Global Network of National Focal Points of WPS as well as the current chairs of the Commission on the Status of Women (CSW). This action embodies the idea of cooperation between states, regional, international organisations and civil society as a source for innovative and transformative strategies to advance the implementation of the WPS Agenda.

The Charlotte Maxeke African Women's Economic Justice and Rights (AWERJ) Initiative will support South Africa's role in the Generation Equality Forum (GEF) and the leadership role in the Action Coalition on Economic Justice and Rights. It will be bold, transformational and concrete and will seek to mobilise the global community behind the GEF Global Acceleration Plan and particularly the Action Coalition on Economic Justice and Rights; contribute towards changing gender stereotypes and negative social norms that continue to reduce the role of women and girls in the society broadly and in the economy in particular; and prioritise the education and training of adolescent girls and young women as a catalyst for women empowerment.

RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 3: System of Global Governance; Continental Cooperation; South-South Cooperation; and North-South Cooperation for the 2023 MTEF, consisting of five missions' allocations abroad. The allocated budget amounts to 8% of the total departmental budget for the 2023/24 financial year. The main cost drivers are foreign allowance, salaries and related benefits for Locally Recruited Personnel, leases of offices and residential accommodation abroad and education allowance.

Subprogramme name	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Global System of Governance	389 715	378 536	343 830	357 113	388 066	404 475	402 959
Continental Cooperation	80 983	70 987	58 202	74 643	79 968	84 608	81 125
South-South Cooperation	5 063	4 375	4 462	5 531	5 426	5 713	5 794
North-South Dialogue	73 821	78 713	65 689	70 597	88 876	94 415	95 921
Total	549 582	532 611	472 183	507 884	562 336	589 211	585 799

Economic classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Compensation of employees	378 361	376 575	340 873	340 642	372 417	396 009	386 187
Goods and services	160 376	137 544	133 447	159 622	186 358	189 344	195 581
Interest on rent and land	-	-	-	-	-	-	-
Transfers and subsidies	1 962	2 264	1 899	3 276	3 202	3 483	3 639
Payments for capital assets	405	721	1 833	4 344	359	375	392
Payments for financial assets	8 478	15 507	- 5 869	-	-	-	-
Total	549 582	532 611	472 183	507 884	562 336	589 211	585 799

Salary band	Number of posts on approved establishment on 31 January 2023	Number of posts filled on 31 January 2023	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	6	5	0
Highly skilled production (Levels 6-8)	58	44	1
Highly skilled supervision (Levels 9-12)	147	124	0
Senior management (Levels 13-16)	34	27	0
Special advisers	0	0	0
Political office bearers	0	0	0
Total	245	200	1

DIRCO is conscious of the constrained economic climate the organisation is operating under, resulting in the undisputable need to do more with less. The current realities of the compensation ceiling challenged the department officials to play different roles within the same position. Only critical posts were advertised and filled. The vacant positions in the establishment could not be funded. The department's transition towards a digitisation system assists the organisation to achieve more and to deliver on its mandate and the five-year strategic objectives for all programmes.

5. INSTITUTIONAL PERFORMANCE INFORMATION (CONTINUED)

PROGRAMME 4: PUBLIC DIPLOMACY AND PROTOCOL SERVICES

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

SUBPROGRAMME	PURPOSE
Public Diplomacy	Promote a positive projection of South Africa's image
Protocol Services	Provide protocol and ceremonial services

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Domestic and foreign audiences informed of South Africa's foreign policy objectives and priorities	Rapid and timeous support to missions on domestic and global developments	Number of key messages distributed to missions on domestic and global developments	New indicator	Twenty-five key messages distributed to missions on domestic and global developments	Sixty-four key messages were distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments
	Platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences	Number of platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences	Fifteen Public Participation Programmes (PPPs)	Twelve PPPs held by political principals where audiences were engaged via webinars on domestic and international developments	12 PPPs held where audiences were engaged via webinars on domestic and international developments.	Twelve PPPs	Twelve PPPs	Twelve PPPs	Twelve PPPs
			Fourteen opinion pieces published	Sixteen opinion pieces published	Twelve opinion pieces published	Nine opinion pieces published	Nine opinion pieces published	Nine opinion pieces published	Nine opinion pieces published

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of key messages distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	Three sets of key messages distributed to missions on domestic and global developments	Three sets of key messages distributed to missions on domestic and global developments	Two sets of key messages distributed to missions on domestic and global developments	One set of key messages distributed to missions on domestic and global developments
Number of platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences	Twelve PPPs	Three PPPs	Three PPPs	Three PPPs	Three PPPs
	Nine opinion pieces published	One opinion piece published	Three opinion pieces published	Three opinion pieces published	Two opinion pieces published

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved compliance with the diplomatic regulatory framework	Professional protocol services rendered to incoming and outgoing visits	Percentage of requests for protocol services rendered to incoming and outgoing visits	100% (53) of state visit services rendered	100% (18) of protocol services rendered to all incoming and outgoing state, official and working visits <ul style="list-style-type: none"> • incoming:15 • outgoing: 3 	100% (42) of protocol services rendered to all in and outgoing state, official and working visits: <ul style="list-style-type: none"> • Incoming:23 • Outgoing:19 	100% of protocol services rendered to incoming and outgoing visits	100% of protocol services rendered to incoming and outgoing visits	100% of protocol services rendered to incoming and outgoing visits	100% of protocol services rendered to incoming and outgoing visits
	<ul style="list-style-type: none"> • Consular services rendered 	<ul style="list-style-type: none"> • Percentage of requests for consular assistance rendered 	<ul style="list-style-type: none"> • 100% (929) of consular services rendered 	<ul style="list-style-type: none"> • 100% (30 779) cases reported to DIRCO were responded to as per Service-Delivery Charter: • citizens in distress: 30 458 • whereabouts: three • mortal remains: 124 • adoptions: 0 • abductions: five • detainees/prisoners: 24 • services of civil process: 149 • extraditions: 16 	<ul style="list-style-type: none"> • 100% (740) cases reported to DIRCO were responded to as per the Service Delivery Charter: • citizens in distress: 250 • whereabouts: 17 • mortal remains: 161 • adoptions: 0 • abductions: nine • detainees/prisoners: 37 • services of civil process: 225 • extraditions: 41 	<ul style="list-style-type: none"> • 100% of consular services rendered 	<ul style="list-style-type: none"> • 100% of consular services rendered 	<ul style="list-style-type: none"> • 100% of consular services rendered 	<ul style="list-style-type: none"> • 100% of consular services rendered

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Legalised services rendered	Percentage of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% (82 644) of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% (37 551) of documents legalised	100% (54 816) of documents legalised	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Percentage of requests for protocol services rendered to incoming and outgoing visits	100% of protocol services rendered to incoming and outgoing visits	100% of protocol services rendered to incoming and outgoing visits	100% of protocol services rendered to incoming and outgoing visits	100% of protocol services rendered to incoming and outgoing visits	100% of protocol services rendered to incoming and outgoing visits
Percentage of requests for consular assistance rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered	100% of consular services rendered
Percentage of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter	100% of documents legalised in accordance with the guidelines set in the Service Delivery Charter

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

The Branch: Public Diplomacy (PD) will focus its budget allocation on expanding the reach of its platforms, with a specific focus on taking “foreign policy to the people”. The range of platforms includes, but are not limited to, *Ubuntu Magazine*, *Ubuntu NewsFlash*, Ubuntu Radio, Ubuntu TV, etc. These platforms inform, highlight and celebrate the achievements of government and non-state actors in projecting South Africa positively abroad and the role played by South Africa on the international stage. Other key platforms are the public participation programmes (PPPs) and annual events, including the Diplomatic Fun Fair, Africa Day celebrations, etc. These also include public lectures, symposia, outreach programmes and engagements with government departments and other stakeholders. The branch will strengthen working relationships with like-minded institutions such as BrandSA, South African Tourism, etc. to continue to chart a uniquely South African image that aims to bring much-needed investment and tourism opportunities to our shores.

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

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

The Centre for Early Warning offers a 24-hour communications, information, logistical and stand-by support service relating to issues relevant to DIRCO and other government departments, South African missions abroad and the public at large, and often serves as a call centre to disseminate information during a crisis.

State Protocol is providing the service in line with the Vienna Convention and provision of the privileges as agreed upon by countries.

Consular Services provides effective and efficient consular and notarial services to South African nationals travelling, working, studying and/or living abroad. Emergency consular services can be described as services rendered to South African nationals who are distressed, destitute or seriously injured, and assistance rendered to the next of kin in case of death or being involved in natural or man-made disasters as well as the repatriations from distressed South Africa citizens from Ukraine and Russia. The department continues to address the challenge of the increase in South African citizens arrested abroad due to drug trafficking and false employment promises and crimes committed in many South Africa visa-free countries

Consular notarial services are another form of consular assistance rendered to South African citizens and foreign nationals requiring South African public documents to be legalised for use abroad. These services are rendered to provide legal validity to South African public documents to enable a person to use the documents outside South Africa.

RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 4: Public Diplomacy and Protocol Services for the 2023 MTEF, consisting of two subprogrammes, namely: Public Diplomacy and Protocol Services. The allocated budget amounts to 4% of the total departmental budget for the 2023/24 financial year.

The main cost drivers are travel and subsistence expenses for state and official visits and municipal rates and taxes for qualifying properties owned by foreign diplomatic missions and international organisations resident in the Republic of South Africa.

Subprogramme name	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Public Diplomacy	69 401	47 227	58 905	71 337	64 763	67 880	69 408
Protocol Services	219 645	188 103	203 642	232 085	192 192	203 316	225 466
Total	289 046	235 330	262 547	303 422	256 955	271 196	294 874

Economic classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Compensation of employees	185 119	179 730	174 583	182 602	158 924	160 179	157 218
Goods and services	103 000	53 921	86 793	117 497	96 203	109 107	135 660
Interest on rent and land	-	-	-	-	-	-	-
Transfers and subsidies	927	1 572	1 153	1 783	1 790	1 870	1 954
Payments for capital assets	-	107	8	1 540	38	40	42
Payments for financial assets	-	-	10	-	-	-	-
Total	289 046	235 330	262 547	303 422	256 955	271 196	294 874

***To be updated in February 2023**

Salary band	Number of posts on approved establishment on 31 January 2023	Number of posts filled on 31 January 2023	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	22	14	0
Highly skilled production (Levels 6-8)	169	138	0
Highly skilled supervision (Levels 9-12)	135	83	0
Senior management (Levels 13-16)	24	18	0
Special advisers	0	0	0
Political office bearers	0	0	0
Total	350	253	0

DIRCO is conscious of the constrained economic climate the organisation is operating under, resulting in the undisputable need to do more with less. The current realities of the compensation ceiling challenged the department officials to play different roles within the same position. Only critical posts were advertised and filled. The vacant positions in the establishment could not be funded. The department's transition towards a digitisation system assists the organisation to achieve more and to deliver on its mandate and the five-year strategic objectives for all programmes.

5. INSTITUTIONAL PERFORMANCE INFORMATION (CONTINUED)

PROGRAMME 5: INTERNATIONAL TRANSFERS

Purpose: Fund membership fees and transfers to international organisations

SUBPROGRAMME	PURPOSE
Departmental agencies	Facilitate transfer of funds to the public entity
Membership contributions	Facilitate transfers to international organisations

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets							
			Audited/actual performance			Estimated performance	MTEF period			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Strengthen multilateralism through membership fees and contributions	South Africa fulfilling its continental and global responsibilities	Number of reports on payment of South Africa's contributions to international organisations	No target			Four quarterly reports on payment of South Africa's contributions to international organisations amounting to	Four quarterly reports on payment of South Africa's contributions to international organisations	Four quarterly reports on payment of South Africa's contributions to international organisations	Four quarterly reports on payment of South Africa's contributions to international organisations	Four quarterly reports on payment of South Africa's contributions to international organisations

INDICATORS, ANNUAL AND QUARTERLY TARGETS

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

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

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

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

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

RESOURCE CONSIDERATIONS

The table below reflects the budget allocation for Programme 5: International Transfers for the 2023 MTEF, which consists of the departmental agencies' allocation to the African Renaissance and international Cooperation Fund and South African Development Partnership Agency as well as international membership contributions to organisations such as, among others, the AU, SADC, UN, India-Brazil-South Africa Trust Fund, Commonwealth of Nations, etc. The allocated budget amounts to 11% of the total departmental budget for the 2023/24 financial year.

Subprogramme name		Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Departmental agencies	46 272	47 840	48 546	61 370	62 075	64 863	67 768	
Membership contribution	824 778	773 966	629 287	750 968	707 064	804 228	834 431	
Total	871 050	821 806	677 833	812 338	769 139	869 091	902 199	

Economic classification		Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Rand thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Transfers and subsidies	871 050	821 806	677 833	812 338	769 139	869 091	902 199	
Total	871 050	821 806	677 833	812 338	769 139	869 091	902 199	

6. UPDATED KEY RISKS

OUTCOME	KEY RISK	MITIGATION STRATEGIES
A modern, effective department with capable and skilled employees that is committed to the excellent execution of South Africa's foreign policy	<ul style="list-style-type: none"> Outdated ICT system Adaptation to digital change Inadequate Head Office-Mission interface Continued impact of the pandemic and disruption Impact of foreign exchange fluctuations 	<ul style="list-style-type: none"> Structured change management processes Up-skilling and reskilling of personnel how far is the plan for the reskilling Improve systems Improve support to missions
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTSF priorities	<ul style="list-style-type: none"> Unexpected and unforeseen international changes Inadequate interface between some key stakeholders both at missions and Head Office 	<ul style="list-style-type: none"> To be agile and responsive to international changes, engage in scenario planning and forecasting and to also consider reprioritisation in response to international changes
Increased FDI and contributed to economic growth in South Africa	<ul style="list-style-type: none"> Unexpected and unforeseen international changes, such as COVID-19, negatively impacting the economic growth Sectors working in isolation Lack of synergy between partner departments Perception by foreign investors that their investments in South Africa would not be secured/protected as a result of a poor understanding of South Africa's national policies, leading to a reluctance by them to invest in the country 	<ul style="list-style-type: none"> To be agile and consider reprioritisation in response to international changes Enhance interdepartmental coordination mechanisms
Increased regional integration	<ul style="list-style-type: none"> Influence from outside the region on the implementation of the SADC programme as encapsulated in the SADC Blueprints Lack of financial resources within the SADC Secretariat in the implementation of summit and council decisions as well as SADC's work programme Lack of political will and resources within the member states to implement programmes and projects Potential for destabilising elements in the region 	<ul style="list-style-type: none"> Engage SADC member states bilaterally on the implementation of SADC decisions To engage international cooperating partners to secure funding without preconditions for the implementation of identified SADC programmes/projects Engage SADC member states bilaterally on their respective responsibilities to work towards the implementation of SADC decisions Placing South Africa as a credible interlocutor on the international stage
United and politically cohesive continent that works towards shared prosperity and sustainable development	<ul style="list-style-type: none"> Negative external actor involvement Potential for destabilising developments on the continent 	<ul style="list-style-type: none"> Increased AU coordination and regional economic community cohesion
South-South relations strengthened and consolidated in advancement of national and continental priorities	<ul style="list-style-type: none"> Divisions within the South 	<ul style="list-style-type: none"> Coordinated approach to issues of common concern
Relations with the North leveraged in advancement of national and continental priorities	<ul style="list-style-type: none"> Unexpected and unforeseen international changes Lack of synergy between partner departments 	<ul style="list-style-type: none"> To be agile and consider reprioritisation in response to international changes Enhance interdepartmental coordination mechanisms Whole-of-government approach to develop strategies for engagements Improve policy coordination

6. UPDATED KEY RISKS (CONTINUED)

OUTCOME	KEY RISK	MITIGATION STRATEGIES
Domestic and foreign audiences informed of South Africa's foreign policy objectives and priorities	<ul style="list-style-type: none"> Outdated technology Divergent views emanating from South Africa on foreign policy 	<ul style="list-style-type: none"> Digital transformation and modernisation of ICT Stronger interdepartmental coordination on international relations activities
Improved compliance with the regulatory framework	<ul style="list-style-type: none"> Dependencies on key stakeholders Lack of cooperation with key stakeholders 	<ul style="list-style-type: none"> Improved communication Strengthen partnerships with signed memoranda of understanding

7. PUBLIC ENTITIES

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES	CURRENT ANNUAL BUDGET
African Renaissance and International Cooperation Fund (ARF)	To enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, social-economic development and integration, humanitarian assistance and human resource development	<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 (impact of the judgement on the implementation of objectives of this fund) non-performance of the fund objective implementation of the objectives of ARF due to red tape 	R49 699 000

8. INFRASTRUCTURE PROJECTS

No	PROJECT NAME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED PROJECT COST	CURRENT YEAR EXPENDITURE
1	Disposal of unused properties at various missions	Disposal of properties	Properties disposed	2021/2022	2025/26	7 300 000,00	1 908 328,67
2	New Delhi: Feasibility and planning for construction of new Chancery and Official Residence	Planning and construction of Chancery and Official Residence	New Chancery and Official Residence constructed	2022/23	2024/25	35 000 000,00	157 082,06
3	Luanda: Feasibility and planning for construction of Official Residence	Planning and construction of Official Residence	New Official residence	2023/24	2024/25	10 000 000,00	1 442 750,39
4	Copenhagen: Renovation for the Chancery and Official residence	Renovation of the Chancery and Official Residence	Properties renovated	2023/24	2024/25	12 995 000,00	0,00
5	Vienna: Renovation for the Chancery and Official residence	Renovation of the Official Residence Chancery	Properties renovated	2020/21	2024/25	6 400 000,00	14 908 975,32
6	London: Renovation works following conditions assessment report: Chancery, Official and staff residences	Renovation of Chancery, Official Residences and staff residences	Properties renovated	2022/23	2024/25	7 500 000,00	123 423,38
7	Rome: Renovation of the Official Residence	Renovation of the identified works in the Official Residence	Properties renovated	2022/23	2024/25	5 000 000,00	705 135,40
8	Maseru: Renovation works following condition assessment report: Official Residence	Renovation of the Official Residence	Properties renovated	2022/23	2024/25	5 610 000,00	0,00
9	Mbabane: Refurbishment of Official residence	Renovation of the Official Residence and Chancery	Properties renovated	2023/24	2024/25	6 683 000,00	143 099,66
10	Conditions assessment: Various State-Owned Properties abroad	Conditions assessment of properties	Conditions assessment report provided	2022/23	2023/24	11 000 000,00	R1 018 000,00

*To be updated in February 2023

9. PUBLIC-PRIVATE PARTNERSHIP (PPP)

PPP	PURPOSE	OUTPUTS	CURRENT VALUE OF AGREEMENT	END DATE OF AGREEMENT
Head Office accommodation for DIRCO	<p>Financing, design, construction, operation and maintenance of a Head Office and guesthouse facilities</p> <p>Financing, design, renovation and structural maintenance of state-owned guesthouse facility</p>	<p>New Head Office and guesthouse constructed</p> <p>Head Office and guesthouse maintained and operated by on-site facilities management company</p> <p>Furniture, fittings and equipment installed, maintained and replaced at agreed intervals</p> <p>State-owned guesthouse renovated and structurally maintained</p>	2023/24 indicative unitary fee: R312 715 842.00 million per annum (including VAT)	September 2034



PART D

TECHNICAL INDICATOR DESCRIPTION (TID)



INDICATOR TITLE	NUMBER OF PROGRESS REPORTS ON THE IMPLEMENTATION OF THE DIGITAL STRATEGY
DEFINITION	To enhance the digital environment, DIRCO has a detailed road map and a detailed implementation plan of the approved strategy. To ensure the appropriateness, the strategy needs to be monitored and assessed to determine the relevance of the strategic direction on concluded and ongoing identified projects. The strategy contains eight digital strategic objectives-related projects.
SOURCE OF DATA	Chief Directorate: ICT
METHOD OF CALCULATION/ASSESSMENT	Cumulative
MEANS OF VERIFICATION	Signed report
ASSUMPTIONS	Buy-in from key stakeholders
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	The beneficiaries of the strategic objectives in allocation of compatibility of tools of trade will be allocated to persons with disabilities Program software's specifications for the targeted reasonable accommodation for the disclosed disabilities
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Biannually
DESIRED PERFORMANCE	Accelerated implementation of the Digital Strategy
INDICATOR RESPONSIBILITY	Office of the Chief Information Officer

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

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

INDICATOR TITLE	THREE IDENTIFIED ASPECTS OF A CENTRE OF EXCELLENCE IN FOREIGN SERVICE TRAINING IMPLEMENTED
DEFINITION	The academy is expected to deliver quality programmes that adhere to international standards and the standard for the management thereof will be linked to have a certified Quality Management System (QMS). It is furthermore imperative that for the Diplomatic Corps to function optimally, foreign language proficiency is vital and the academy will strive to enhance its capability to offer such. The importance of establishing partnerships and networks with strategic institutions, both at the national and international level, will be prioritised in pursuit of the objective of striving to be a centre of excellence.
SOURCE OF DATA	Diplomatic Academy
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Valid ISO certificate, signed reports in AU languages and establishing partnerships
ASSUMPTIONS	Not applicable
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	In line with vulnerable groups, equity and ranking
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desirable. Maintaining ISO-certified QMS
INDICATOR RESPONSIBILITY	Diplomatic Academy

INDICATOR TITLE	NUMBER OF GENDER MAINSTREAMING INITIATIVES FOCUSING ON WOMEN, YOUTH AND PERSONS WITH DISABILITIES
DEFINITION	<p>Initiatives undertaken towards creating an enabling environment for the promotion of women empowerment, youth development and persons with disabilities. These will include the establishment of monitoring mechanisms to assess the implementation and reporting of information towards institutionalising mainstreaming by the department.</p> <p>The department will track initiatives on promoting women empowerment, youth development and people with disabilities.</p>
SOURCE OF DATA	Chief Directorate: Transformation Programme and Organisational Development
METHOD OF CALCULATION/ASSESSMENT	Quantitative and quantitative
MEANS OF VERIFICATION	Signed reports/attendance registers/policy and assessment reports in either draft or final/templates
ASSUMPTIONS	Active participation in initiatives; officials declare their disabilities
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<p>Target for women initiatives: Six</p> <p>Targets for youth initiatives: Two</p> <p>Target for people with disabilities initiative: Two</p>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Institutionalisation of women empowerment, youth development and people with disabilities
INDICATOR RESPONSIBILITY	Chief Directorate: Transformation Programme and Organisational Development

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

INDICATOR TITLE	NUMBER OF REGIONAL POLITICAL REPORTS, INCLUDING THE OUTCOMES OF STRUCTURED BILATERAL MECHANISMS AND HIGH-LEVEL VISITS ALIGNED TO THE ACHIEVEMENT OF THE NDP AND MTSF
DEFINITION	<p>South Africa strengthens and consolidates its political, economic and social relations through different engagements.</p> <p>The conduct of diplomacy between two states remains the pre-eminent basis for advancing national priorities, as well as for effective engagement in multilateral fora.</p> <p>Structured bilateral mechanisms regularise and govern bilateral engagements and are some of the most important and valuable foreign policy instruments to coordinate South Africa's positions and activities towards a particular country. Structured bilateral mechanisms refer to numerous regularised and formalised meetings that South Africa has with other countries and is governed by a signed agreement. These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions.</p> <p>High-level meetings, for the purposes of our report, denote meetings at the level of President, Deputy President, DIRCO Minister, Deputy Ministers, Director-General and Deputy Director-General.</p>
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	South Africa's objectives can be pursued with the identified bilateral partner
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desired – alignment between country strategies against domestic priorities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral branches

INDICATOR TITLE	NUMBER OF QUARTERLY PROGRESS REPORTS ON THE REGIONAL TRADE AND INVESTMENT INITIATIVES UNDERTAKEN IN SUPPORT OF THE ONE GOVERNMENT INVESTMENT APPROACH
DEFINITION	<p>When drafting the country strategies to guide South Africa's bilateral relations with identified countries and the continent, an assessment will guide in terms of trade and investment opportunities. The MTSF has identified the sourcing of new markets for South African products and increasing FDI. Through its missions, the department contributes towards economic growth in South Africa through export and investment promotion by:</p> <ul style="list-style-type: none"> • exploring new areas for trade and investment, ranging from primary, secondary and tertiary sectors • nurturing and expanding existing trade and investment • establishing business-to-business relations. <p>A quarterly progress report will reflect work done on trade promotion and sourcing of investment.</p>
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Investment opportunities exist that can be pursued
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Reports will include beneficiaries of engagements disaggregated by gender, age and disability
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More investment and trade opportunities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral branches

INDICATOR TITLE	NUMBER OF REGIONAL REPORTS ON TOURISM-PROMOTION EVENTS TO ENCOURAGE SOUTH AFRICA AS A PREFERRED TOURIST DESTINATION, THEREBY CONTRIBUTING TO GROWTH IN THE TOURISM SECTOR IN SUPPORT OF THE ONE GOVERNMENT TOURISM APPROACH
DEFINITION	Engagements in tourism events with sector role players (travel agencies and tour operators) in host governments in a concerted effort to promote South Africa as a favourable tourism destination for business and leisure (Meetings, Incentives, Conferences and Events [MICE]) and as a safe and value-for-money destination of choice. The aim of tourism promotion is to contribute to growth in the tourism sector. It is also part of the missions' activities to promote South Africa at events such as national days. It is also important for missions to identify opportunities for increased international tourist arrivals to South Africa, as well as the barriers.
SOURCE OF DATA	Bilateral branches
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Tourism-promotion events take place within the limitations of any developments in the global environment
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Higher performance is desired – an increase in tourist arrivals to contribute towards the achievement of South Africa's domestic priorities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral branches

INDICATOR TITLE	NUMBER OF ASSESSMENT REPORTS OF SOUTH AFRICA'S CONTRIBUTION TOWARDS: <ul style="list-style-type: none"> • PEACE AND STABILITY • SOCIO-ECONOMIC DEVELOPMENT • GOOD GOVERNANCE • DEMOCRACY • REGIONAL INTEGRATION, AND THE IMPLEMENTATION OF THE RISDP
DEFINITION	South Africa participates in continental meetings and structures in order to advance the national agenda and the needs to regularly assess its participation against the regional integration agenda. SADC has developed a RISDP for member states with specific projects to advance regional integration.
SOURCE OF DATA	Chief Directorate: SADC
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Partner departments submit the required information, indicating if there is progress in South Africa against the prioritised projects in the RISDP
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	Effective contribution towards peace, stability, socio-economic development, good governance, democracy and regional integration; and the implementation of the revised RISDP towards the achievement of South Africa's domestic priorities
INDICATOR RESPONSIBILITY	Deputy Director-General: Africa

INDICATOR TITLE	<p>NUMBER OF REPORTS ON THE OUTCOMES OF MULTILATERAL AND MULTISTATE ORGANISATIONS REFLECTING SOUTH AFRICA'S PARTICIPATION AND INTERESTS, INCLUDING THAT OF THE AFRICAN AGENDA, ON:</p> <ul style="list-style-type: none"> • PEACE AND SECURITY • HUMAN RIGHTS • ECONOMIC AND SOCIAL DEVELOPMENT
DEFINITION	<p>South Africa's multilateral engagements are premised on the need to advance the priorities for South Africa as reflected in the NDP, as well as to advance the objectives of Agenda 2063 and Agenda 2030.</p> <p>A limitation on the indicator performance is that South Africa is not in control of the outcomes of multilateral meetings and structures. Whether or not South Africa's national interests are reflected in these outcomes, depends on negotiated agreements and consensus reached. In many cases, the outcome represents the lowest common denominator.</p>
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION/ASSESSMENT	Simple addition
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Interdepartmental meetings taking place to agree on South Africa's position, having the country's position approved prior to South Africa's participation at international fora
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	South Africa's foreign policy objective pursued in areas of peace and security, human rights and economic and social development
INDICATOR RESPONSIBILITY	Deputy Director-General: Global Governance and Continental Agenda

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

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

INDICATOR TITLE	NUMBER OF ASSESSMENT REPORTS REFLECTING SOUTH AFRICAN PARTICIPATION AND OUTCOMES OF THE AU STRUCTURES AND PROCESS, AU PARTNERSHIPS AND IMPLEMENTATION OF AGENDA 2063
DEFINITION	<p>South Africa participates in the AU and its organs to advance the First Ten-Year Implementation Plan of Agenda 2063 and its identified flagship projects. The engagement is informed by South Africa's vision of an African continent, which is prosperous, peaceful, democratic, non-racial, non-sexist and united, and which contributes to a world that is just and equitable. South Africa therefore endeavours to contribute to the operationalisation of identified Agenda 2063 flagship projects.</p> <p>South Africa's multilateral engagements are premised on the need to advance the priorities for South Africa itself as reflected in the NDP, as well as to advance the objectives of Agenda 2063 and Agenda 2030. South Africa is not in control of the outcomes of multilateral meetings and structures. Whether or not South Africa's national interests are reflected in these outcomes, depends on negotiated agreements and consensus reached. In many cases, the outcome represents the lowest common denominator.</p>
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Outcomes report or submissions on AU structures and process, AU partnerships and implementation of Agenda 2063
ASSUMPTIONS	The relevant partner departments that lead the flagship projects within their mandate submit the information to DIRCO
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	More flagship projects implemented or operationalised
INDICATOR RESPONSIBILITY	Branch: Global Governance and Continental Agenda

INDICATOR TITLE	NUMBER OF REPORTS ON SOUTH AFRICA'S COMMITMENTS AND EFFORTS TOWARDS PEACE AND STABILITY ON THE CONTINENT
DEFINITION	South Africa participates in AU structures and processes charged with the promotion of peace and security on the continent, which include the AU Peace and Security Council (AU Post-Reconstruction and Development Committee on Sudan), among others. These fora are engaged with a view to strengthen the African Peace and Security Architecture by supporting the operationalisation of the African Standby Force and the Continental Early Warning System.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Approved programmes of action, outcome reports, South Africa's submissions to AU processes and communiqués, decisions and declarations issued by the AU and its various organs (not signed)
ASSUMPTIONS	Commitments and the resultant efforts for South Africa to resolve continental conflicts as derived from outcomes from AU processes and meetings
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	Fulfil all commitments to resolve continental conflicts
INDICATOR RESPONSIBILITY	Branch: Global Governance and Continental Agenda

INDICATOR TITLE	NUMBER OF REPORTS ON THE OUTCOMES OF SOUTH-SOUTH ENGAGEMENTS REFLECTING SOUTH AFRICA'S PARTICIPATION AND INTERESTS, INCLUDING THAT OF THE AFRICAN AGENDA
DEFINITION	Participation in meetings and organisations of developing countries, commonly referred to as countries of the South, allows for the development of common positions that reflect the needs of the developing countries and aim to exert greater influence in pursuing these positions within multilateral fora. This also relates to minilateral/plurilateral arrangements (e.g. BRICS). There are objectives for South Africa's engagements and its participation aims to achieve those objectives.
SOURCE OF DATA	Branch: Global Governance and Continental Agenda Branch: Asia and Middle East
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports. In instances where there is more than one report provided, confirmation that the reports provided constitutes one report for all South-South engagements will be added.
ASSUMPTIONS	The negotiated outcomes are in line with the identified objectives
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More outcomes on identified objectives
INDICATOR RESPONSIBILITY	Deputy Director-General: Global Governance and Continental Agenda Deputy Director-General: Asia and Middle East

INDICATOR TITLE	NUMBER OF REPORTS ON THE OUTCOMES OF NORTH-SOUTH ENGAGEMENTS REFLECTING SOUTH AFRICA'S PARTICIPATION AND INTERESTS, INCLUDING THAT OF THE AFRICAN AGENDA
DEFINITION	Strategic formations of the developed countries, usually referred to as countries of the North, are engaged to garner support for the African Agenda and the Agenda of the South. These are countries usually considered to have influence in the global arena and also with resources that can be channelled to the developing world. South Africa has identified what it wants to achieve through each of these engagements and needs to regularly assess whether it is achieving those objectives.
SOURCE OF DATA	Regional organisations (TICAD, EU)
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed submission/report
ASSUMPTIONS	The negotiated outcomes are in line with the identified objectives
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Bi-annually
DESIRED PERFORMANCE	More negotiated outcomes in line with South African objectives
INDICATOR RESPONSIBILITY	Regional organisations

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

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

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

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

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

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

GLOSSARY OF TERMINOLOGY

AFRICAN AGENDA

South Africa's future is inextricably linked to that of Africa. The continent is therefore the cornerstone of South Africa's foreign policy. The concept and term, African Agenda, has been developed to describe the principal motive underpinning South Africa's foreign policy for the last more than 20 years. This African Agenda rests on five key pillars: contribute to regional and continental peace, security, stability and sustainable development through the African Union (AU); advance Africa's socio-economic development through the New Partnership for Africa's Development; strengthen effective governance through mechanisms such as the African Peer Review Mechanism; seek cooperation through international partnerships in support of Africa's development; and develop regional economic communities as the building blocs for continental economic development and integration.

AFRICAN VALUES OF UBUNTU/DIPLOMACY OF UBUNTU

South Africa is a multifaceted, multicultural and multiracial country that embraces the concept of Ubuntu as a way of defining who we are and how we relate to others. The philosophy of Ubuntu means "humanity" and is reflected in the idea that we affirm our humanity when we affirm the humanity of others. It has played a major role in forging a South African national consciousness and in the process of its democratic transformation and nation-building.

South Africa's unique approach to global issues has found expression in the concept of Ubuntu. This concept informs our particular approach to diplomacy and shape our vision of a better world for all. This philosophy translates into an approach to international relations that respects all nations, peoples and cultures. It recognises that it is in our National Interest to promote and support the positive development of others.

South Africa therefore accords central importance to its immediate African neighbourhood and continent; working with countries of the South to address shared challenges of underdevelopment; promoting global equity and social justice; working with countries of the North to develop a true and effective partnership for a better world; and doing our part to strengthen the multilateral system, including its transformation, to reflect the diversity of our nations and ensure its centrality in global governance.

AGENDA 2063

Agenda 2063: The Africa We Want is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and the African Renaissance. The genesis of Agenda 2063 was the realisation by African leaders that there was a need to refocus and reprioritise Africa's agenda from the struggle against apartheid and the attainment of political independence for the continent, which had been the focus of the Organisation of African Unity, the precursor of the AU; and instead to prioritise inclusive social and economic development, continental and regional integration, democratic governance and peace and security, among other issues, aimed at repositioning Africa to becoming a dominant player in the global arena.

AUPCRD COMMITTEE ON SUDAN

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

GLOSSARY OF TERMINOLOGY (CONTINUED)

BELT AND ROAD INITIATIVE (BRI)

China's BRI aims to connect Asia, Europe and Africa along five routes. The infrastructure projects, which are part of the BRI, mostly run through some of China's poorest and least developed regions and could provide a stimulus to help cushion the effects of the deepening slowdown of the Chinese economy. China is also hoping that, by improving connectivity between its underdeveloped southern and western provinces, its richer eastern coast and the countries along its periphery, the BRI will improve China's internal economic integration and competitiveness and spur more regionally balanced growth. Moreover, the construction is intended to help make use of China's enormous industrial overcapacity and ease the entry of Chinese goods into regional markets.

BILATERAL RELATIONS

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

BI-NATIONAL AND JOINT COMMISSIONS

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

BRETTON WOODS INSTITUTIONS

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

DISARMAMENT AND 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.

EARLY WARNING

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

ECONOMIC DIPLOMACY

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

GLOSSARY OF TERMINOLOGY (CONTINUED)

FIRST 10-YEAR IMPLEMENTATION PLAN (FTYIP)

The FTYIP of Agenda 2063 (201 – 2023) is the first in a series of five 10-year plans over the 50-year horizon of Agenda 2063's time frame.

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

- identify priority areas, set specific targets and define strategies and policy measures required to implement the FTYIP of Agenda 2063
- bring to fruition the fast-track programmes and initiatives outlined in the Malabo Decisions of the AU to provide the big push and breakthroughs for Africa's economic and social transformation
- provide information to all key stakeholders at national, regional and continental levels on the expected results/outcomes for the first 10 years of the plan and assign responsibilities to all stakeholders in its implementation, monitoring and evaluation
- outline the strategies required to ensure availability of resources and capacities together with citizens' engagement in the implementation of the FTYIP.

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

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

FOURTH INDUSTRIAL REVOLUTION (4IR)

The 4IR refers to a series of social, political, cultural and economic upheavals that will unfold over the 21st century. Building on the widespread availability of digital technologies that were the result of the Third Industrial, or Digital Revolution, the 4IR will be driven largely by the convergence of digital, biological and physical innovations, such as the fifth-generation wireless technology for digital cellular networks, the Internet of Things, machine learning, Artificial Intelligence, genome editing, augmented reality, robotics and 3-D printing.

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

GLOBAL BALANCE OF FORCES

The global system is still characterised by primary unipolarity and secondary multipolar features. This is reflected, among others, in the emergence of China as a world power and the rise of Asia, and the quasi-autonomy of regional alliances such as the European Union (EU), Latin American states, BRICS and other such cross-regional partnerships.

It also refers to how a country or grouping protects itself against another nation or group of nations by matching its power against the power of the other side.

GLOSSARY OF TERMINOLOGY (CONTINUED)

GLOBAL MULTILATERAL SYSTEM OF GOVERNANCE

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

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

HIGH-LEVEL MEETING

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

INDIA, BRAZIL, SOUTH AFRICA (IBSA FUND)

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

JOINT COMPREHENSIVE PLAN OF ACTION (JCPOA)

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

Major international conferences South Africa places great emphasis on multilateralism and the reform of global governance. To contribute to a better world and the reform of global governance, South Africa has hosted some major international conferences, the outcomes of which contribute to the advancements of humanity. DIRCO has a special responsibility to follow up on the outcomes and decisions of all major international conferences hosted since 1990.

MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)

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

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

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

GLOSSARY OF TERMINOLOGY (CONTINUED)

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

MULTILATERALISM

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

MULTILATERAL RULES-BASED SYSTEM

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

OFFICIAL VISIT

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

PLURALISTIC

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

PLURILATERAL

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

GLOSSARY OF TERMINOLOGY (CONTINUED)

PRIVATE VISIT

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

PROMOTION OF THE MULTILATERAL SYSTEM

Promoting the use and strengthening the multilateral system of collective decision-making between states and countering the damaging effects of unilateral and collective actions undertaken by big and powerful states that exclude small and medium states such as South Africa.

REGIONAL ECONOMIC INTEGRATION

South Africa's foreign policy is anchored in domestic priorities with the main aim of consolidating regional integration with particular emphasis on improving the political and economic integration of the Southern African Development Community (SADC). SADC and the Southern African Customs Union (SACU) are primary vehicles for regional economic integration. They are important building blocs to achieve the Common Market for Eastern and Southern Africa (COMESA)-East African Community (EAC)-SADC Tripartite Free Trade Area (TFTA) and the African Continental Free Trade Area (AfCFTA).

SADC's integration agenda is anchored in two tracks, namely political and security integration and economic integration. Critical to the objectives of regional economic integration is the realisation of the TFTA, as well as the AfCFTA, both aimed at boosting industrial and infrastructure development and enhancing intra-regional trade.

REGIONAL INDICATIVE STRATEGIC DEVELOPMENT PLAN (RISDP)

The RISDP is a comprehensive development and implementation framework guiding the regional integration agenda of the SADC over a period of 15 years (2005 – 2020). It is designed to provide clear strategic direction with respect to SADC programmes, projects and activities in line with the SADC Common Agenda and strategic priorities, as enshrined in the SADC Treaty of 1992. The original plan was approved by the SADC Summit in 2003. Through concrete priorities, programmes and targets, the RISDP allows all parties involved to keep track of progress made, and to obtain guidance for prioritisation.

The ultimate objective of the plan is to deepen integration in the region with a view to accelerate poverty eradication and the attainment of other economic and non-economic development goals.

Priority areas of the RISDP:

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

GLOSSARY OF TERMINOLOGY (CONTINUED)

SENIOR OFFICIALS' MEETING

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

SPECIAL VISIT

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

STATE VISIT

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

STRATEGIC PARTNERSHIP

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

STRENGTHEN RELATIONS

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

STRUCTURED BILATERAL MECHANISM

A structured bilateral mechanism is a terminology reflecting the numerous regularised and formalised meetings that South Africa has with other countries. These meetings usually take place in an agreed format and time frame pursuant to bilateral communiqués, agreements and/or other high-level decisions. They usually comprise subcommittees or technical committees dealing with issues such as global governance, Africa, strengthening trade and investment relations, tourism promotion, science and technology cooperation, etc. Ministers and senior officials of departments concerned usually co-chair these subcommittees. Structured bilateral mechanisms are co-chaired from the President downwards to the level of senior officials. These meetings usually meet under various designations such as a bi-national commission, joint commission, partnership forum, policy dialogue forum, policy forum, etc. The meetings usually alternate between the countries concerned and can take place every six months, annually and in certain cases every two years, depending on the importance of the issues on the agenda and the availability of the relevant ministers and senior officials. The structured bilateral mechanism is one of the most important and valuable foreign policy instruments for DIRCO to coordinate South African positions and activities towards a particular country and to advance South Africa's key priorities.

GLOSSARY OF TERMINOLOGY (CONTINUED)

TRIPARTITE FREE TRADE AREA (TFTA)

The TFTA is an initiative between three RECs, namely: COMESA, the EAC and SADC and will be achieved by amalgamating the economies of the three regions with a combined market of 26 countries, which constitute half of the member states of the AU, a population of 625 million people and a combined gross domestic product of US\$833 billion. The TFTA is anchored on three pillars: market integration, infrastructure development, and industrial development and is a precursor to the vision of realising an economically integrated continent.

UNITED NATIONS (UN) DEVELOPMENT REPOSITIONING OF THE UN DEVELOPMENT SYSTEM (UNDS)

In May 2018, the UN General Assembly (UNGA) adopted a landmark consensus resolution on the repositioning of the UNDS, with the aim of better supporting member states towards the realisation of the 2030 Agenda for Sustainable Development). South Africa actively participated in the negotiations at the UN in New York to ensure that the UN Development Agenda continues to remain compatible with the development agenda of South Africa and the South, as well as AU aspirations.

UNITED STATES-MEXICO-CANADA AGREEMENT (USMCA)

The North American Free Trade Agreement was renegotiated and replaced by the USMCA. The latter is expected to reshape North American economic relations and is in line with former President Trump's aim to give American manufacturers an advantage over their competitors and gain increased market access for US farmers into the Canadian dairy market. On 20 June 2019, the Senate of Mexico ratified the agreement. The revised Agreement was signed in December 2019 following additional consultations and has been ratified by all three countries. The USMCA entered into force on 1 July 2020.

VISIT BY EMINENT PERSONS

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

VISIT BY SPECIAL ENVOY

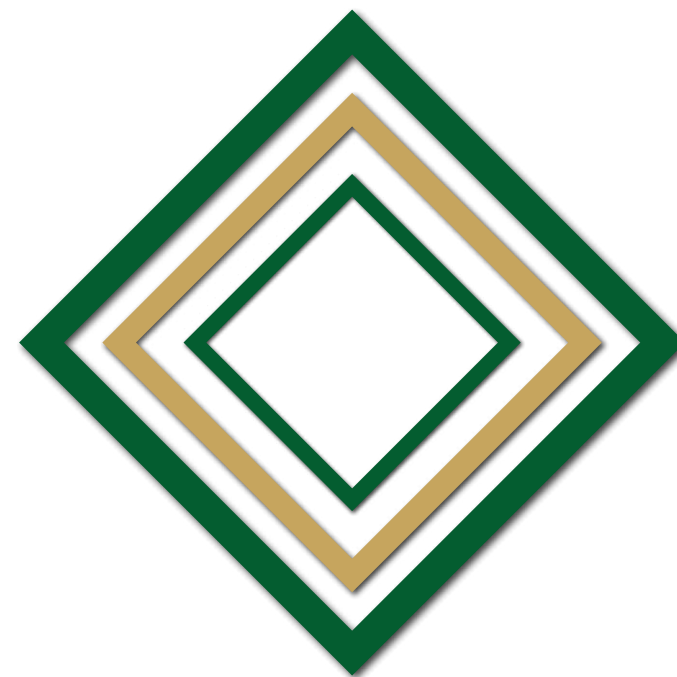
A Special Envoy is a Representative appointed by a Head of State/Government or Head of Multilateral and Regional Organisation to convey an official message to the President or Deputy President of the Republic of South Africa. This visit is taken at the initiative of the visiting country. Courtesies to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

WORKING VISIT

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

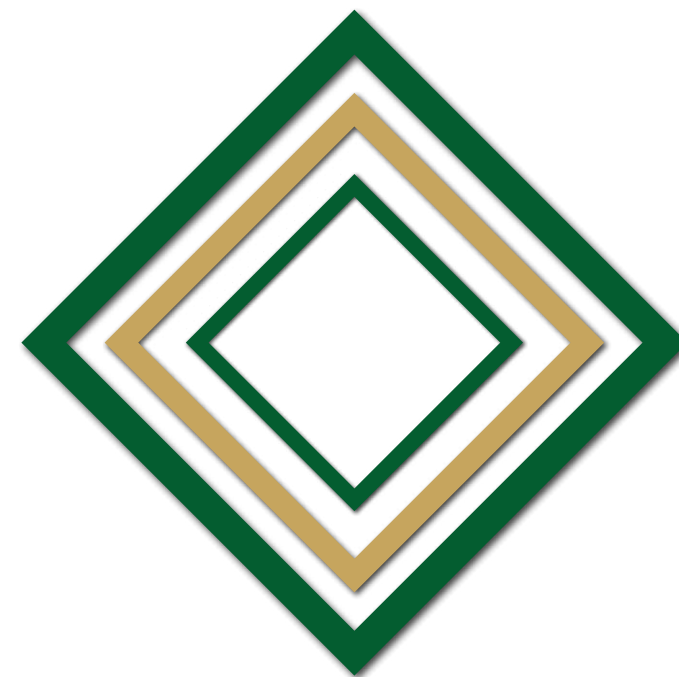
LIST OF ABBREVIATIONS AND ACRONYMS

A	ACP	African, Caribbean and Pacific Group of States
	AfCFTA	African Continental Free Trade Agreement
	AGOA	Africa Growth and Opportunity Act
	AUC	African Union Commission
	AU	African Union
	AUPSC	AU Peace and Security Council
B	BRICS	Brazil, Russia, India, China and South Africa
C	COMESA	Common Market for Eastern and Southern Africa
	CAHOSCC	Committee of African Heads of State and Government on Climate Change
D	DDG	Deputy Director-General
	DG	Director-General
	DIRCO	Department of International Relations and Cooperation
	DTRD	Diplomatic Training, Research and Development
E	EAC	East Africa Community
	EPA	Economic Partnership Agreement
	EU	European Union
G	G77	Group of 77 (plus China)
I	IBSA	India, Brazil and South Africa Dialogue Forum
	IMF	International Monetary Fund
	IORA	Indian Ocean Rim Association



LIST OF ABBREVIATIONS AND ACRONYMS (CONTINUED)

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



ANNEXURE “A”

AMENDMENT TO THE 2020 – 2025 STRATEGIC PLAN TO INCLUDE THE OUTCOME FOR PROGRAMME 5: INTERNATIONAL TRANSFERS:

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



