

DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

Annual Performance Plan

2025/26



international relations
& cooperation
Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA



G20 SOUTH
AFRICA
2025



international relations & cooperation

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA

*A better South Africa
A better Africa
A better world*



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Ronald Lamola
Minister of International
Relations and Cooperation

EXECUTIVE AUTHORITY STATEMENT

It is with great purpose that I present the 2025/26 Annual Performance Plan (APP) of the Department of International Relations and Cooperation (DIRCO), a blueprint that reflects our unwavering commitment to delivering on South Africa's foreign policy objectives while advancing the strategic imperatives of our country and the African continent.

This APP aligns with the 2025–2030 Strategic Plan, which is firmly rooted in the National Development Plan 2030 and guided by the Medium-Term Development Plan (MTDP) 2024–2029. Our mandate is clear: we are entrusted with promoting South Africa's national interests through a foreign policy that is anchored in justice, peace, human rights, and sustainable development, both domestically and globally.

In 2025, South Africa assumes the Chairship of the Group of Twenty (G20), a seminal moment for both our nation and the African continent. As the only permanent African representative in this powerful forum of global economies, South Africa is poised to leverage this platform to elevate African priorities. We will champion Agenda 2063, the United Nations (UN) 2030 Sustainable Development Goals, and the broader aspirations of the Global South, focusing our Chairship on the themes of solidarity, equity, and sustainability. Our agenda is centred around ensuring that global economic growth is inclusive and responsive to the developmental needs of the most vulnerable nations.

As we chart this path forward, we acknowledge notable milestones achieved under the 2019–2024 Medium-Term Strategic Framework, including South Africa's tenure as a non-permanent member of the United Nations Security Council (UNSC) (2019–2020), Chair of the African Union (2020), and Chair of the Southern African Development Community (SADC) Organ on Politics, Defence and Security Cooperation (2021–2022). These accomplishments underpin our commitment to multilateralism, African unity, and global peace and security.

Economic diplomacy remains a cornerstone of our foreign policy. In support of Strategic Priority 1 of the MTDP—Inclusive Growth and Job Creation, DIRCO will continue to intensify efforts to attract foreign direct investment, promote bilateral trade, and drive economic recovery through targeted engagement in key markets. Our missions abroad and at home will be critical agents in implementing the Economic Reconstruction and Recovery Plan, thereby contributing to the alleviation of unemployment, poverty, and inequality.

We remain steadfast in our pursuit of multilateral reform, particularly the transformation of the UNSC into a more democratic and representative body, capable of decisive action in times of crisis. South Africa's principled stance on global justice has been evident in our leadership in bringing the International Court of Justice case against Israel on the issue of genocide in Gaza, our support for peace efforts in the Eastern Democratic Republic of the Congo, and our consistent advocacy for a peaceful resolution to the conflict in Ukraine.

Despite efforts by certain quarters to distort South Africa's foreign policy positions, particularly regarding our domestic legal framework, we reaffirm our sovereignty, commitment to international law, and principled diplomacy. Our relations with strategic partners, including the United States, remain critical, and we are actively engaging to ensure mutual respect and continued cooperation.

Amidst global geopolitical uncertainty, South Africa is determined to utilise its leadership in Brazil, Russia, India, China, and South Africa (BRICS) Plus (BRICS+) and the G20 to advance our economic priorities and reinforce our positioning as a responsible global actor. These partnerships are essential to navigating current challenges and ensuring shared prosperity.

DIRCO recognises the need for strengthened institutional capacity to deliver on its strategic objectives. In this regard, the department is implementing reforms and enhancing capabilities to ensure the successful execution of its mandate over the 2025–2030 planning cycle.

In conclusion, this APP reflects our dedication to responsive, ethical, and visionary diplomacy, placing South Africa at the forefront of international efforts to build a world that is more just, peaceful, and equitable.



Ronald Lamola
Minister of International Relations and Cooperation
31 March 2025



ACCOUNTING OFFICER STATEMENT

South Africa's foreign policy embraces our national identity as an African country committed to peace, development, and human rights. Our constitutional dispensation enshrines the principles of respect and protection of human rights, inclusivity, equality, and respect for the rule of law.

Furthermore, our national priorities underpin our foreign policy priorities and remain an essential lever to advance the National Development Plan (NDP): Vision 2030. In essence, this is articulated through the Medium-Term Development Plan Framework (MTDP) 2025–2029 that forms the basis of our operational approach as a department. The Department of International Relations and Cooperation's (DIRCO) strategic focus remains aligned with the African Union's (AU) Agenda 2063, the Southern African Development Community's (SADC) Regional Indicative Strategic Development Plan (RISDP) and the United Nations' (UN) 2030 Sustainable Development Agenda as we forge a path to a better Africa in a safer world.

In a rapidly evolving multipolar global order, the African continent has become a key frontline in the geostrategic and geoeconomic competition for resources and influence. South Africa's foreign policy responds to these shifts by defending our national interests, promoting economic diplomacy and strengthening multilateralism while navigating turbulence and conflict in key regions.

Zane Dangor
Accounting Authority

DIRCO continues to deepen its pursuit for African stability and prosperity through its focused engagements in SADC, the AU and the strengthening of the African Continental Free Trade Area (AfCFTA). South Africa views the promotion of regional integration, infrastructure development, and peacebuilding as integral elements to meet the objectives of the Africa we want encompassed in Agenda 2063.

In pursuit of regional and continental objectives, South Africa will advance regional peace and integration through active participation in SADC, the AU, and by supporting the implementation of the AfCFTA. The country remains committed to the operationalisation of the African Peace and Security Architecture (APSA), with a particular focus on conflict prevention, mediation and post-conflict reconstruction efforts.

Furthermore, South Africa will continue to promote the inclusion of women, youth and people with disabilities in regional development frameworks and diplomatic engagements as part of its commitment to inclusive and sustainable development across the continent.

Other key diplomatic challenges have been influenced by the disturbing rise of ethnonationalism, populism, and destabilising trade wars that have exacerbated an already fragile global system. The Russia-Ukraine and Middle East conflicts continue to undermine the quest for global peace and security, and the integrity of the multilateral system.

South Africa continues to call for a permanent ceasefire to the war in Gaza and that humanitarian support be a priority in this process to end the conflict. South Africa remains convinced that continued human rights violations and breaches of international law in these conflicts must be investigated as a matter of urgency.

South Africa, in line with its position of non-alignment, remains steadfast in its approach that peace can only be attained through advocating for negotiated settlements while mitigating these conflicts impact on global stability, food and energy security, especially in the Global South.

South Africa will continue to champion global governance reform and strengthened multilateralism. A key priority is advocating for comprehensive reform of the UN, particularly the UN Security Council, to ensure equitable representation that reflects the interests and concerns of developing states. South Africa will maintain its active engagement and focus on promoting human rights, upholding international law, and reinforcing multilateral cooperation.

South Africa serves as President of the Group of Twenty (G20) for the financial year 2025/2026 under the theme *Solidarity, Equality, Sustainability*, offering a strategic platform to shape global economic governance, promote Africa's development agenda, and advocate for inclusive multilateralism. Through solidarity, we can create an inclusive future centred on people. Solidarity will allow us to develop our societies in a way that reflects our shared humanity. In our interconnected world, the challenges faced by one nation impact all nations. By promoting equality, we strive to ensure fair treatment and equal opportunities for all individuals and nations, regardless of their economic status, gender, race, geographic location or any other characteristic. Sustainability involves meeting the needs of the present without compromising the ability of future generations to meet their own needs.

In addition, DIRCO will intensify efforts to advance South-South cooperation through platforms such as Brazil, Russia, India, China, and South Africa (BRICS); India, Brazil, and South Africa (IBSA); and the Indian Ocean RIM Association (IORA), with the aim of amplifying collective responses to global economic marginalisation and addressing persistent inequities in the distribution of resources and opportunities.

Our key priorities for 2025–2026 include strengthening South Africa's Economic Reconstruction and Recovery Plan (ERRP) through targeted trade, investment, and tourism promotion; leveraging DIRCO's mission network to maximise foreign direct investment, diversify markets, and boost economic returns for South Africans; engaging in North-South dialogues, particularly with the European Union (EU), to resolve trade barriers (e.g., citrus sanitary and phytosanitary [SPS] measures); unlocking green economy cooperation; and facilitating digital transformation partnerships.

During 2025/26, DIRCO will prioritise institutional renewal and strengthening corporate governance to enhance its operational efficiency and effectiveness. A key focus will be the full implementation of the Foreign Service Act (FSA) of 2019, which will ensure a professionalised and well-coordinated foreign service.

The department will intensify efforts to strengthen internal controls and sustain reforms aimed at achieving a clean audit, building on the progress made with the attainment of successive unqualified audit opinions. The organisational renewal process will be finalised to improve service delivery and operational efficiency, with emphasis on filling critical vacancies to build capacity. In line with national commitments to inclusive development, DIRCO will also embed specific gender, youth, and disability targets across all programmes, namely 50% women, 30% youth, and 7% people with disabilities.

Following the 2024 national elections, DIRCO collaborated with other government departments to finalise the new Medium-Term Development Plan (MTDP) for 2025–2029 and the comprehensive Strategic Plan for 2025–2030. This upcoming strategic cycle will prioritise deepening foreign policy coherence across all spheres of government, ensuring South Africa's continued relevance and influence in global diplomacy, and enhancing the impact of foreign policy on the country's domestic socio-economic development objectives.

In an already turbulent international environment, South Africa's foreign policy will remain principled, proactive and responsive. DIRCO is committed to defending national interests, advancing Africa's development and contributing to a rules-based global order rooted in justice, equity and peace.



Zane Dangor
Accounting Authority
Director-General
31 March 2025

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Department of International Relations and Cooperation (DIRCO) under the guidance of the Minister
- takes into account all the relevant policies, legislation and other mandates for which DIRCO is responsible
- accurately reflects the impact, outcomes and outputs, which DIRCO will endeavour to achieve over the period: 2025–2026.

DEPUTY DIRECTOR-GENERAL	SIGNATURE	DEPUTY DIRECTOR-GENERAL	SIGNATURE
Ambassador T Seokolo Deputy Director-General: Africa		Mr T Monyela Acting Deputy Director-General: Corporate Management	
Ambassador M Dlomo Deputy Director-General: Americas and Europe		Ambassador M Dlomo Acting Deputy Director-General: Diplomatic Training, Research and Development	
Ambassador N Lallie Acting Deputy Director-General: Asia and Middle East		Mr T Monyela Deputy Director-General: Public Diplomacy	
Ambassador X Mabongo Deputy Director-General: Global Governance and Continental Agenda		Mr T Monyela Acting Deputy Director-General: State Protocol and Consular Services	
Ms H Bhengu Chief Financial Officer Deputy Director-General: Financial and Asset Management		Mr Z Dangor Director-General	
Ms S Baloi Head of Planning Acting Chief Operations Officer		Approved by: Mr R Lamola Executive Authority	

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 his 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, heads of states, special envoys and certain representatives of the United Nations and its specialised agencies, and other international organisations and 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 South African Council on International Relations (SACOIR), approved by Cabinet in 2011, provides a consultative platform for engagement of non-state actors in South Africa's international relations.
- 1.3.3 *The National Information Security Policy*, approved by Cabinet in 1996, provides the minimum standards for security.
- 1.3.4 *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.
- 1.3.5 The 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.
- 1.3.6 The *Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework*, approved by Cabinet in 2018, provides comprehensive instruments for strengthening the mainstreaming of gender perspectives within the planning and budgeting processes.
- 1.3.7 The *Framework Document on South Africa's National Interest and its Advancement in a 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

There are several policies that guide the execution of DIRCO's mandate. They include the *White Paper on South Africa's Foreign Policy*, the Foreign Service Act, the Ubuntu Foreign Policy Review, and the National Interest document. These policy documents underpin and inform the application and engagement of South Africa's foreign policy from within the departmental policy application and engagement. In implementing its mandate, DIRCO will also be guided by the priorities of the National Development Plan (NDP) Vision 2030 and the Medium-Term Development Plan (MTDP) 2024–2029 as outlined below:

2.1 Contribution to the National Development Plan

The NDP continues to guide all departments in terms of developmental goals. The work of DIRCO is guided by Chapter 7 of the NDP by positioning South Africa in the world. Cognisant of this, DIRCO, in its planning, reaffirms the commitment made in the NDP to ensure that all South Africans attain a decent standard of living through the elimination of poverty, reduction of inequality, and job creation. The key objective of South Africa's foreign policy will be the promotion of economic diplomacy through mutually beneficial trade and investment relations, including tourism promotion and skills and technology transfers, which will contribute to the attainment of Vision 2030. South Africa fully subscribes to the belief that economic development depends on growing regional and international cooperation in an interdependent world. DIRCO's contribution to the NDP is done through advancing National Interest:

- National sovereignty and constitutional order (political interests)
- Safety of its citizens (security interests)
- Well-being of its citizens (human development)
- Economic prosperity (economic interests)
- A better Africa and world (ideological and global interests)

2.2 Contribution to the Medium-Term Development Plan

The MTDP will continue to align with the goals and objectives of the NDP and Programme of Priorities of the Government of National Unity (GNU). The statement of intent (Sol) outlines the fundamental principles and priorities agreed to by the members of the GNU. The MTDP has three strategic priorities, which are, drive inclusive growth and job creation; reduce poverty and tackle the high cost of living; and build a capable, ethical and developmental state. DIRCO contributes to two priorities of the MTDP as follows:

Priority 1: Drive inclusive growth and job creation

DIRCO will contribute to this priority area by:

- Influencing and leveraging South Africa's principled positions through summits and high-level meetings at multilateral institutions to achieve the objectives of the NDP
- Contributing towards a united and politically cohesive continent that works towards shared prosperity and sustainable development
- Leveraging bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTDP priorities
- Strengthening economic diplomacy through tourism promotion, trade and investment

Priority 3: Build a capable, ethical and developmental state

DIRCO will contribute to this priority area by:

- Strengthening relations with various groupings of the South
- Negotiating positions for engagement with strategic formations of the North
- Creating an enabling environment for socio-economic development, including skills transfer and technical cooperation
- Enhancing regional integration efforts
- Working towards a modern, effective department with capable and skilled employees that is committed to the excellent execution of South Africa's foreign policy

2.3 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

DIRCO did not receive any court rulings that have a significant, ongoing impact on the operations or service delivery obligations of the department.

Part B: Our Strategic Focus

4. UPDATED SITUATIONAL ANALYSIS

The analysis of DIRCO's engagements is premised on both the external and internal factors. The external environment is mainly characterised by fluid and unpredictable developments within the realm of international relations, often creating challenges and/or opportunities for South Africa's foreign policy engagements. The department, therefore, relies on available material and human resources as components of the internal environment in the execution of its mandate and responding to international developments in advancing the country's National Interest. Drawing from this, the situational analysis will adopt the Political, Economic, Social, Technological, Environmental and Legal (PESTEL) model to demonstrate the nature and content of South Africa's execution of its foreign policy within the external environment. The analysis of the internal environment, on the other hand, will be based on the use of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis model. The use of both analytical methods is influenced by their contribution to enhancing the institution's strategic position in a wider environment.

4.1 External Environment Analysis

4.1.1. Strategic focus areas

The country's foreign policy engagements take place in the context of the creation of the Government of National Unity (GNU) following the elections held in 2024. The GNU adopted three strategic priorities to advance the country's developmental agenda, which includes inclusive growth and job creation; reduce poverty and tackle the high cost of living; and build a capable, ethical and developmental state. These strategic priorities remain central in guiding the country's international relations and economic diplomacy. In this regard, economic diplomacy engagements entailed creating strategic partnerships to attract foreign direct investment, promote tourism, and create enabling conditions for trade.

DIRCO's external environment is characterised by complexities in the global system of governance, such as the lack of transformation of the United Nations (UN), the domination of global decision-making processes by big powers, and the marginalisation of countries of the South. Again, the country is actively involved in lobbying for the reform of the multilateral financial institutions and the call for addressing global economic disparities characterised by the North-South divide.

4.1.2. Global political landscape

The global political landscape is marred by continued political instability emanating from, among others, the undermining of national sovereignty, the unconstitutional change of governments, terrorism, transnational organised crime, and the manipulation of electoral processes. The African continent remains the most affected region with glaring cases of political instability. The conflict between Russia and Ukraine also contributes to the polarised relations among states. That is further exacerbated by the Palestine-Israeli conflict. The growing global insecurity landscape led to serious challenges in the application of international conventions governing the sale and transfer of weapons, thus negatively impacting the international disarmament regime.

South Africa's engagements about the persisting political instability landscape are guided by its own history and commitment to contribute towards the creation of a better South Africa in a better Africa and a better world. In this regard, South Africa pursues a peace-centred foreign policy based on dialogue, respect for human rights, adherence to international legal frameworks, respect for the rule of law and the peaceful coexistence of nations. In this regard, South Africa is actively involved in the Africa Peace Initiative

aimed at encouraging dialogue between Russia and Ukraine. The country continues to emphasise the need for peaceful resolution of the Palestine-Israeli conflict with emphasis on adherence to the two-state solution.

4.1.3. African political and economic landscape

The ongoing political instability, including high levels of socio-economic challenges, in various parts of the African continent has called for the need to adopt pro-Africa solutions guided by the call for “African solutions to African problems”. This approach puts emphasis on demonstrating the trilateral relations between peace, security, and development as critical in the creation of a peaceful continent. Consequently, the African Union (AU), its member states, and regional architecture are expected to play meaningful roles in the creation of a peaceful and prosperous Africa, as emphasised through the Agenda 2063 of the AU.

The attainment of socio-economic and political prosperity in Africa demanded closer cooperation between the AU and the UN. Cooperation and collaboration between the two institutions are required in various fields of human development, including enhanced cooperation between the United Nations Security Council (UNSC) and the AU Peace and Security Council (AUPSC).

South Africa plays a meaningful role in driving the continent's political and economic agenda, as demonstrated by its pro-Africa foreign policy. As a result, the country is playing an active role in finding sustainable solutions to various political conflicts on the continent, including in Ethiopia, Lesotho, South Sudan, and Western Sahara. Moreover, South Africa participated in the joint summit between the Southern African Development Community (SADC) and the East African Community in Tanzania in February 2025 and will continue to support all initiatives in finding sustainable solutions in the Democratic Republic of the Congo (DRC) political impasse. In addition, the country plays a prominent role in the consolidation of the continental development agenda guided by the New Partnership for Africa's Development (NEPAD) and the African Continental Free Trade Area (AfCFTA).

4.1.4. International economic development landscape

South Africa continues to maintain strategic partnerships with both the Global North and the Global South in order to advance Africa's development priorities. Notwithstanding that the international economic development landscape is characterised by a North-South divide. As a result, the global development agenda remains skewed in favour of the North, leaving the South marginalised and underdeveloped. South Africa's strategic involvement in this regard is characterised by active membership and participation in both the South-South and North-South formations. The North-South engagements are mainly aimed at contributing towards the creation of an equitable and democratic global economic system, where key global development institutions of the North, including Bretton Woods Institutions such as the International Monetary Fund (IMF) and the World Bank (WB), ensure the promotion of global economic integration and cooperation.

South Africa continues to maintain strategic partnerships with key global economic powers, including the United States (US) and China, with a view to unlock trade and investment opportunities. The maintenance of strategic economic partnerships is further undertaken in the context of South-South cooperation, including membership to key intergovernmental organisations such as Brazil, Russia, India, China, and South Africa (BRICS) Plus, the Non-Aligned Movement (NAM), the India, Brazil, and South Africa (IBSA) Partnership, and the Indian Ocean Rim Association (IORA). South Africa also remains active in continental economic development efforts undertaken by the AU, SADC, and the Southern African Customs Union (SACU).

4.1.5. The changing international technological landscape

The Fourth Industrial Revolution (4IR) continues to impact the nature and content of doing business, with more emphasis on a move towards digitisation and technological innovation. The prevalence of COVID-19 from 2020 to 2022 further inspired the use of technology, especially in the remote ways of doing business, including the management

of the global supply chain processes and the use of artificial intelligence (AI). In the realm of international relations, the 4IR and the persisting technological innovations called for the adoption of creative and cost-effective methods of undertaking diplomatic activities. Drawing from these shifts, South Africa is compelled to adjust its working methods to remain competitive in the international arena. As a result, South Africa will continue to create strategic partnerships with countries possessing advanced technology required to sustain its role in the international relations environment and to leverage trade and investment opportunities.

International law is an integral part of modern diplomatic architecture, and through this DIRCO will enhance a rules-based order by contributing to the formulation of international law and enhancing respect for its provisions as part of South Africa's primary foreign policy objectives. To achieve this, South Africa has played a prominent role in seeking international legal interventions to address several issues posing threats to international peace and security.

4.2 Internal Environment Analysis

Persisting austerity measures in the budgetary allocation by the government have led to a shortfall in the financing of operational activities across the various departments. As a result, the vacancy rate, including in key areas, remained unprecedented. Additionally, the financial bottlenecks contributed to the overstretching of the existing staff complement. Failure to fill the vacant positions has, over the years, contributed to the prevalence of an ageing workforce. To mitigate the risks associated with the unfilled posts and ageing workforce, DIRCO has gradually tried to fill some of the critical positions. The department also reintroduced the cadet and internship programmes as part of the National Skills Development Programme aimed at creating a pool of youth for possible future employment in government and various sectors.

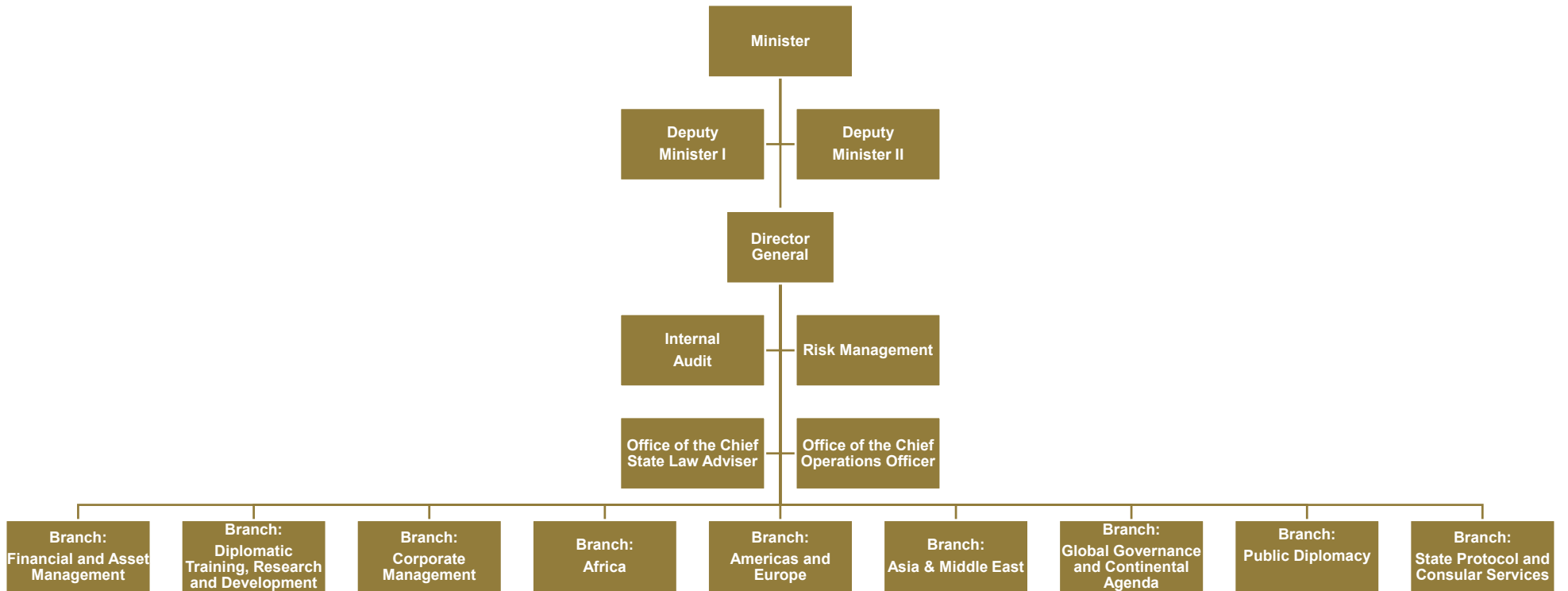
The financial constraints further exacerbate challenges in the implementation of the Digital Strategy 2020–2025. Although some progress has been made specifically on upgrading tools of trade such as laptops, desktops and infrastructure modernisation, the department will further automate identified business processes, in line with the approved digital strategy.

Foreign currency fluctuations affect the operations of DIRCO, and the department needs to adapt to the ever-changing foreign currency exchanges. These foreign currency fluctuations have a negative effect on the department's ability to service its international financial obligations and honour turnaround times for the payment of service providers. Budgetary constraints further necessitate the realignment of priorities within different line functions, often leading to minimal achievements of the planned operational targets. The department has augmented its procurement processes as part of ensuring cost-cutting initiatives aimed at maximising value for money amid constrained budget allocation.

The department will continue its efforts to refurbish state-owned properties both domestically and internationally to minimise the budget spent to service the lease of properties. In addition, the department is moving towards the rental of furnished properties for transferred officials abroad to avert costs related to the maintenance and management of leased assets. Furthermore, the department has maintained an unqualified audit opinion and will work towards the improvement of its reporting and accounting processes as part of a move towards the attainment of a clean audit opinion.

The department's Public Diplomacy continues to play a pivotal role in creating awareness about South Africa's foreign policy engagements and their relevance and contribution towards the achievements of the country's development priorities and National Interest. Additionally, the Public Diplomacy Strategy continues to be responsive to the ever-changing digital and communications landscape and climate, emphasising the use of technologies for the implementation of our activities and work. Through the strategy, the department implements a comprehensive, coherent, and consistent communication strategy, showcasing South Africa as a country and its foreign policy objectives, positions and achievements. Furthermore, the department, through Protocol and Consular Services facilitate incoming and outgoing high-level visits and offer support to South African citizens abroad.

DIRCO ORGANISATIONAL STRUCTURE



Part C: Measuring Our Performance

4.3 Theory of change

Impact Statement

South Africa that is an influential actor and partner on the international stage, thereby advancing the National Interest and values through its foreign policy engagements

OUTCOMES	OUTPUTS	INPUTS	ASSUMPTIONS
<ul style="list-style-type: none"> 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"> Improved organisational functioning through an enhanced digital environment Clean audit opinion Implement Cadet, Internship and Learnership Programmes to contribute towards youth development and job creation Improved organisational function through Workplace Skills Plan implementation Position the Diplomatic Academy as a centre of excellence in foreign service training Gender mainstreaming by focusing on women, youth, and persons with disabilities Legal advice and services provided in respect of international and domestic law 	<ul style="list-style-type: none"> Legislation Financial Resources Skills and Training Programmes IT infrastructure Culture Interventions Fit for purpose structure implemented Performance Management System aligned to desired outputs and outcomes 	<ul style="list-style-type: none"> Buy-in from key stakeholders Compliance issues are at an acceptable level Accounting standards remain the same Availability of budget Targeted youth meet minimum requirements Training requests received DIRCO (Diplomatic Academy and International School) meets all the requirements of ISO 9001:2015 Quality Management System Well-equipped officials to respond to the demand for training. Training requests received. There are partnerships and networks with strategic institutions both at the national and international levels. Active participation in initiatives There are written requests for legal advice
<ul style="list-style-type: none"> Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTDP priorities 	<ul style="list-style-type: none"> Bilateral relations maintained and strengthened through structured engagements and high-level visits 	<ul style="list-style-type: none"> Legislation Financial Resources Skills IT infrastructure 	<ul style="list-style-type: none"> South Africa's National Interest objectives can be pursued with the identified bilateral partners Departments responsible for delivering obligations stipulated in bilateral agreements are willing and able to fulfil their commitments

OUTCOMES	OUTPUTS	INPUTS	ASSUMPTIONS
<ul style="list-style-type: none"> Strengthened Economic Diplomacy through tourism promotion, trade, and investment opportunities in support of the one-government investment approach 	<ul style="list-style-type: none"> Economic diplomacy activities and initiatives strengthened and maintained Facilitate financing opportunities for South African Development Finance Institutions (DFIs) 	<ul style="list-style-type: none"> Legislation Financial Resources Skills IT infrastructure 	<ul style="list-style-type: none"> Investment opportunities exist that can be pursued Tourism-promotion events take place within the limitations of any developments in the global environment South African diplomats are capacitated (human and financial) to undertake the relevant economic diplomacy initiatives Leads are followed up
<ul style="list-style-type: none"> Increased regional integration 	<ul style="list-style-type: none"> Strengthen coordination of South Africa's participation in SADC and SACU processes 	<ul style="list-style-type: none"> Legislation Financial Resources Skills IT infrastructure 	<ul style="list-style-type: none"> Partner departments submit the required information, indicating if there is progress in South Africa against the prioritised projects in the RISDP
<ul style="list-style-type: none"> South Africa's National Interest and values in all international engagements are advanced 	<ul style="list-style-type: none"> 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 2025 G20 Summit hosted Compliance with South Africa's international reporting obligations Africa partnerships recalibrated for the effective implementation of the African Union's (AU) Agenda 2063 South Africa contributes to continental efforts aimed at resolving conflicts South-South cooperation utilised to pursue South Africa's National Interest and advance the development agenda North-South cooperation utilised to pursue South Africa's National Interest and advance the development agenda 	<ul style="list-style-type: none"> Legislation Financial Resources Skills IT infrastructure 	<ul style="list-style-type: none"> 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 The partner departments provide the required reports as per the reporting obligations The relevant partner departments that lead the flagship projects within their mandate submit the information to DIRCO Commitments and the resultant efforts for South Africa to resolve continental conflicts as derived from outcomes from AU processes and meetings The negotiated outcomes are in line with the identified objectives

OUTCOMES	OUTPUTS	INPUTS	ASSUMPTIONS
<ul style="list-style-type: none"> Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities 	<ul style="list-style-type: none"> Platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences 	<ul style="list-style-type: none"> Legislation Financial Resources Skills IT infrastructure 	<ul style="list-style-type: none"> Key messages are available to be distributed The availability of budget and principals The opinion piece will be published
<ul style="list-style-type: none"> Multilateralism strengthened through membership fees 	<ul style="list-style-type: none"> South Africa fulfilling its continental and global responsibilities through payment of membership fees 	<ul style="list-style-type: none"> Legislation Financial Resources Skills IT infrastructure 	<ul style="list-style-type: none"> Sufficient funds available

5. INSTITUTIONAL PERFORMANCE INFORMATION

Programme 1: Administration

Purpose: Provide strategic leadership, management, and support services to the department, as well as support for the African Renaissance and International Cooperation Fund Secretariat.

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	Provide and manage the State's fixed assets foreign portfolio
Office Accommodation	Manage the local property portfolio

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A modern, effective department with capable and skilled employees, that is committed to the excellent execution of South Africa's foreign policy	Improved organisational functioning through an enhanced digital environment	Number of business processes automated	New Indicator	New Indicator	New Indicator	New Indicator	Two business processes automated	Two business processes automated	Two business processes automated
	Number of progress reports on the implementation of the digital strategy	Number of progress reports on the implementation of the Digital Strategy submitted	Four progress reports on the implementation of the Digital Strategy submitted	Four progress reports on the implementation of the Digital Strategy submitted	Four progress reports on the implementation of the Digital Strategy submitted	Four progress reports on the implementation of the Digital Strategy submitted	Four progress reports on the implementation of the Digital Strategy submitted	Four progress reports on the implementation of the Digital Strategy submitted	Four progress reports on the implementation of the Digital Strategy submitted
	Clean audit opinion	Percentage of the Audit Action Plan implemented	New Indicator	New Indicator	New Indicator	New Indicator	100% of the Audit Action Plan implemented	100% of the Audit Action Plan implemented	100% of the Audit Action Plan implemented
	Implement Cadet, Internship and Learnership Programmes to contribute towards youth development and job creation	Number of youth employed through development programmes in the department	New Indicator	New Indicator	New Indicator	New Indicator	90 youth employed through development programmes in the department	90 youth employed through development programmes in the department	90 youth employed through development programmes in the department
	Improved organisational function through Workplace Skills Plan implementation	Number of programmes conducted in line with the Workplace Skills Plan	New Indicator	New Indicator	New Indicator	New Indicator	20 programmes conducted in line with the Workplace Skills Plan	20 programmes conducted in line with the Workplace Skills Plan	20 programmes conducted in line with the Workplace Skills Plan

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A modern, effective department with capable and skilled employees, that is committed to the excellent execution of South Africa's foreign policy	Position the Diplomatic Academy as a centre of excellence in foreign service training	ISO-certified quality management system maintained	ISO-certified quality management system maintained	ISO-certified quality management system maintained	ISO-certified quality management system maintained	One report on maintaining the ISO-certified quality management system	ISO-certified quality management system maintained	ISO-certified quality management system maintained	ISO-certified quality management system maintained
		Number of reports on the delivery of AU/UN languages	Two training reports on the delivery of AU/UN languages submitted	Two progress reports on the delivery of AU/UN languages submitted	Two progress 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
		Number of 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 submitted	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 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 focusing on women, youth, and persons with disabilities	Number of initiatives to advance gender equality and women's empowerment through gender mainstreaming	Eight outreach initiatives to support gender mainstreaming were undertaken	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming were undertaken	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming were undertaken	Six initiatives to advance gender equality and women's empowerment through gender mainstreaming	Four initiatives to advance gender equality and women's empowerment through gender mainstreaming	Four initiatives to advance gender equality and women's empowerment through gender mainstreaming	Four initiatives to advance gender equality and women's empowerment through gender mainstreaming
		Number of initiatives to advance youth development and empowerment	Three mentoring and job-shadowing outreach initiatives targeting the youth were undertaken	Two initiatives to advance youth development and empowerment were undertaken	Two initiatives to advance youth development and empowerment 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

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
A modern, effective department with capable and skilled employees, that is committed to the excellent execution of South Africa's foreign policy	Gender mainstreaming by focusing on women, youth, and persons with disabilities	Number of initiatives to mainstream the rights of persons with disabilities	Two strategic interventions to strengthen the capacity of DIRCO to implement the <i>White Paper on the Rights of Persons with Disabilities</i> effectively and equitably were implemented	Two initiatives to mainstream the rights of persons with disabilities were implemented	Two initiatives to mainstream the rights of persons with disabilities were implemented	Two initiatives to mainstream the rights of persons with disabilities 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
	Legal advice and services provided in respect of international and domestic law	Percentage of requested legal advice and services rendered	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% (582) legal advice and services rendered: <ul style="list-style-type: none"> 100% (268) response for advice and assistance on International Law 100% (314) response for advice and assistance on Domestic Law 	100% legal services, advice and assistance provided	100% legal advice and services rendered	100% of requested legal advice and services rendered	100% of requested legal advice and services rendered	100% of requested legal advice and services rendered

INDICATORS, ANNUAL, AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of business processes automated	Two business processes automated				Two business processes automated
Number of progress reports on the implementation of the digital strategy	Four progress reports on the implementation of the digital strategy submitted	One progress report on the implementation of the digital strategy submitted	One progress report on the implementation of the digital strategy submitted	One progress report on the implementation of the digital strategy submitted	One progress report on the implementation of the digital strategy submitted
Percentage of the Audit Action Plan implemented	100% of the Audit Action Plan implemented	-	100% Audit Action Plan implemented		
Number of youth employed through development programmes in the department	90 youth employed through development programmes in the department				90 youth employed through development programmes in the department
Number of programmes conducted in line with the Workplace Skills Plan	20 programmes conducted in line with the Workplace Skills Plan	Five programmes conducted in line with the Workplace Skills Plan	Five programmes conducted in line with the Workplace Skills Plan	Five programmes conducted in line with the Workplace Skills Plan	Five programmes conducted in line with the Workplace Skills Plan
ISO-certified quality management system maintained	ISO-certified quality management system maintained			ISO-certified quality management system maintained	
Number of reports on the delivery of AU/UN languages	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
Number of 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		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 initiatives to advance gender equality and women's empowerment through gender mainstreaming	Four 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	One initiative to advance gender equality and women's empowerment through gender mainstreaming	One initiative to advance gender equality and women's empowerment through gender mainstreaming	One initiative to advance gender equality and women's empowerment through gender mainstreaming
Number of initiatives to advance youth development and empowerment	Two initiatives to advance youth development and empowerment	One initiative to advance youth development and empowerment		One initiative to advance youth development and empowerment	
Number of initiatives to mainstream the rights of persons with disabilities	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 of requested legal advice and services rendered	100% of requested legal advice and services rendered	100% of requested legal advice and services rendered	100% of requested legal advice and services rendered	100% of requested legal advice and services rendered	100% of requested legal advice and services rendered

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

The Department of International Relations and Cooperation (DIRCO) is adapting to a challenging economic environment, which emphasises the need to accomplish more with fewer resources. These constraints necessitate a focus on organisational renewal, innovation, and a transition to digital systems to enhance DIRCO's ability to fulfil its mandate effectively. Central to this transformation is DIRCO's Digital Strategy, aimed at streamlining operations and improving its digital infrastructure. By automating select processes, DIRCO seeks to boost operational efficiency and reduce turnaround times, ultimately enhancing service delivery. Embracing ICT as a cornerstone of digital transformation will allow DIRCO to address fiscal limitations through technological innovations that uphold its core mission without compromising output quality.

With a reduced budget for employee compensation, filling vacancies has been a challenge, compounded by natural attrition within an ageing workforce. DIRCO is reviewing its organisational structure to optimise its existing personnel to meet its expanding mandate. Finalising and implementing the revised structure will support this objective. Through its Diplomatic Academy, DIRCO will continue to deliver high-quality training aligned with ISO standards, producing diplomats equipped to advance South Africa's interests globally. The academy will increasingly leverage partnerships to enhance its programmes, particularly as trends in digital diplomacy shape its training methods. Language development for Foreign Service officials also remains a priority, with the "One Official, One Language" initiative supporting proficiency in AU and UN languages.

International law plays a key role in diplomatic relations and interactions. Through the Office of the Chief State Law Adviser (IL), DIRCO will support the government's foreign policy goals by providing international legal counsel. The office also manages litigation for DIRCO domestically and internationally and acts as the custodian of South Africa's treaty collection. Ensuring South Africa's compliance with its international obligations, the office submits national reports biannually to Cabinet on compliance progress.

In its mid-term planning, DIRCO has committed to strengthening its organisational functions and financial management practices to move towards a clean audit. Gender mainstreaming, integral to good governance, will be a strategic priority to ensure policies and programmes address the diverse needs of all employees. DIRCO will continue supporting disability rights, aligning its efforts with the *White Paper on the Rights of Persons with Disabilities* (2016). The department is dedicated to fostering an inclusive workplace by removing barriers that prevent people with disabilities from fully participating in DIRCO's activities and providing reasonable accommodations where needed.

Given that youth make up over a third of South Africa's population, DIRCO will align its work with the National Youth Policy 2020–2030 (NYP2030) to drive positive outcomes for young South Africans across local, provincial, and national levels. Between 2025 and 2030, DIRCO plans to reinvigorate its cadet, internship, and learnership programmes to promote youth development. Systematic attention to gender equality is also embedded within DIRCO's policies, with the Gender Strategic Framework supporting equal representation, participation, and development opportunities for women across all roles.

PROGRAMME 1: RESOURCE CONSIDERATIONS

Subprogramme Name	Audited outcome			Adjusted appropriation	Medium-term estimates		
	2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Ministry	6 401	6 753	7 008	7 088	7 757	8 114	8 489
Departmental Management	13 766	9 826	11 889	10 608	13 160	13 768	14 402
Audit Services	16 328	16 771	20 218	19 393	17 888	18 803	19 745
Financial Management	175 092	192 369	195 415	204 871	201 995	211 607	221 180
Corporate Services	664 614	893 680	802 411	728 977	771 673	777 164	775 605
Diplomatic Training, Research and Development	44 497	50 052	40 701	53 413	48 749	50 977	54 040
Foreign Fixed Assets Management	18 086	63 017	67 941	321 874	106 550	225 230	235 415
Office Accommodation	409 744	431 927	438 690	428 280	477 058	501 609	522 704
African Renaissance and International Cooperation Fund Secretariat				12 732	13 354	13 967	14 599
Total	1 348 528	1 664 395	1 584 273	1 787 236	1 658 184	1 821 239	1 866 179

Economic Classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
	2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Compensation of employees	488 745	486 789	469 579	530 197	524 506	549 234	574 679
Goods and services	659 299	778 459	793 320	898 551	767 532	833 177	831 508
Interest on rent and land	125 006	140 773	160 920	150 133	189 720	208 171	223 338
Transfers and subsidies	2 045	3 381	2 029	1 916	2 002	2 093	2 188
Payments for capital assets	71 670	253 133	155 987	206 439	174 424	228 564	234 466
Payments for financial assets	1 763	1 860	2 438				
Total	1 348 528	1 664 395	1 584 273	1 787 236	1 658 184	1 821 239	1 866 179

Salary band	Number of posts on approved establishment on 31 January 2025	Number of posts filled on 31 January 2025	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	3	2	0
Skilled (Levels 3-5)	136	104	0
Highly skilled production (Levels 6-8)	332	228	8
Highly skilled supervision (Levels 9-12)	346	258	7
Senior management (Levels 13-16)	66	47	2
Special advisers	2	1	0
Political office bearers	3	3	0
Total	888	643	17

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	Embraces relevant national priorities by strengthening bilateral cooperation with individual countries in Africa, particularly through focusing on increasing exports of South African goods and services, foreign direct investment with technology transfers into value-added industries and mineral beneficiation, inbound tourism and skills enhancement. South Africa has representation in 47 diplomatic missions in Africa.
Asia and the Middle East	Embraces relevant national priorities by strengthening bilateral cooperation with individual countries in Asia and the Middle East, particularly through focusing on increasing exports of South African goods and services, foreign direct investment with technology transfers into value-added industries and mineral beneficiation, inbound tourism and skills enhancement. South Africa has representation in 30 diplomatic missions in Asia and the Middle East.
Americas and Caribbean	Embraces relevant national priorities by strengthening bilateral cooperation with individual countries in the Americas and the Caribbean, particularly through focusing on increasing exports of South African goods and services, foreign direct investment with technology transfers into value-added industries and mineral beneficiation, inbound tourism and skills enhancement. South Africa has representation in 13 diplomatic missions in the Americas and the Caribbean.
Europe	Embraces relevant national priorities by strengthening bilateral cooperation with individual countries in Europe, particularly through focusing on increasing exports of South African goods and services, foreign direct investment with technology transfers into value-added industries and mineral beneficiation, inbound tourism and skills enhancement. South Africa has representation in 23 diplomatic missions in Europe.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTDP priorities	Bilateral relations maintained and strengthened through structured engagements and high-level visits	Number of structured bilateral mechanisms and high-level engagements on political, economic and social relations	New Indicator				60 structured bilateral mechanisms and high-level engagements on political, economic and social relations	60 structured bilateral mechanisms and high-level engagements on political, economic and social relations	60 structured bilateral mechanisms and high-level engagements on political, economic and social relations
Strengthened Economic Diplomacy through tourism promotion, trade, and investment opportunities in support of the one-government investment approach	Economic diplomacy activities and initiatives strengthened and maintained	Number of economic diplomacy activities and initiatives undertaken	New Indicator				60 economic diplomacy activities and initiatives undertaken	60 economic diplomacy activities and initiatives undertaken	60 economic diplomacy activities and initiatives undertaken
		Number of tourism-promotion events held to promote South Africa as a preferred tourist destination	New Indicator				60 tourism-promotion events held to promote South Africa as a preferred tourist destination	60 tourism-promotion events held to promote South Africa as a preferred tourist destination	60 tourism-promotion events held to promote South Africa as a preferred tourist destination
	Facilitate financing opportunities for South African Development Finance Institutions (DFIs)	Number of engagements to facilitate financing opportunities for South African DFIs	New Indicator				20 engagements to facilitate financing opportunities for South African DFIs	20 engagements to facilitate financing opportunities for South African DFIs	20 engagements to facilitate financing opportunities for South African DFIs

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strengthened Economic Diplomacy through tourism promotion, trade, and investment opportunities in support of the one-government investment approach	Maintain and strengthen partnerships on skills transfer and technical cooperation	Number of reports on human development partnership engagements on skills transfer and technical cooperation	New Indicator				Two reports on human development partnership engagements on skills transfer and technical cooperation	Two reports on human development partnership engagements on skills transfer and technical cooperation	Two reports on human development partnership engagements on skills transfer and technical cooperation

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
REGIONAL INTEGRATION									
Increased regional integration	Strengthen coordination of South Africa's participation in SADC and SACU processes	Number of SADC and SACU meetings coordinated in support of the Regional Integration Agenda	New Indicator				10 SADC statutory, sectoral and senior officials' meetings per annum	10 SADC statutory, sectoral and senior officials' meetings per annum	10 SADC statutory, sectoral and senior officials' meetings per annum
							Six SACU statutory meetings per annum	Six SACU statutory meetings per annum	Six SACU statutory meetings per annum

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Number of structured bilateral mechanisms and high-level engagements on political, economic and social relations	60 structured bilateral mechanisms and high-level engagements on political, economic and social relations	15 structured bilateral mechanisms and high-level engagements on political, economic and social relations	15 structured bilateral mechanisms and high-level engagements on political, economic and social relations	15 structured bilateral mechanisms and high-level engagements on political, economic and social relations	15 structured bilateral mechanisms and high-level engagements on political, economic and social relations
Number of economic diplomacy activities and initiatives undertaken	60 economic diplomacy activities and initiatives undertaken	15 economic diplomacy activities and initiatives undertaken	15 economic diplomacy activities and initiatives undertaken	15 economic diplomacy activities and initiatives undertaken	15 economic diplomacy activities and initiatives undertaken
Number of tourism-promotion events held to promote South Africa as a preferred tourist destination	60 tourism-promotion events held to promote South Africa as a preferred tourist destination	15 tourism-promotion events held to promote South Africa as a preferred tourist destination	15 tourism-promotion events held to promote South Africa as a preferred tourist destination	15 tourism-promotion events held to promote South Africa as a preferred tourist destination	15 tourism-promotion events held to promote South Africa as a preferred tourist destination
Number of engagements to facilitate financing opportunities for South African DFIs	20 engagements to facilitate financing opportunities for South African DFIs	10 engagements to facilitate financing opportunities for South African DFIs		10 engagements to facilitate financing opportunities for South African DFIs	
Number of reports on human development partnership engagements on skills transfer and technical cooperation	Two reports on human development partnership engagements on skills transfer and technical cooperation		One report on human development partnership engagement on skills transfer and technical cooperation		One report on human development partnership engagement on skills transfer and technical cooperation
REGIONAL INTEGRATION					
Number of SADC and SACU meetings coordinated in support of the Regional Integration Agenda	10 SADC statutory, sectoral and senior officials' meetings per annum	Two SADC statutory, sectoral and senior officials' meetings per annum	Three SADC statutory, sectoral and senior officials' meetings per annum	Two SADC statutory, sectoral and senior officials' meetings per annum	Three SADC statutory, sectoral and senior officials' meetings per annum
	Six SACU statutory meetings per annum	Two SACU statutory meetings per annum	Two SACU statutory meetings per annum		Two SACU statutory meetings per annum

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

The execution of South Africa's foreign policy is anchored in advancing national priorities while also serving the broader interests of the region, the continent, and the world. To this end, the department remains committed to supporting the three strategic priorities outlined in the Medium-Term Development Plan (MTDP) and will work closely with government departments to sharpen the focus on South Africa's foreign policy goals. Recognising the limitations of a strained fiscal environment, the department understands that not all objectives can be pursued at once. Therefore, a strategic approach to bilateral engagements is essential, with specific country strategies guiding these relationships. While South Africa can identify its objectives in bilateral relations, achieving them often depends on mutual cooperation. Nonetheless, bilateral engagement remains fundamental

for advancing national priorities and supporting South Africa's multilateral involvement. Accordingly, the department will continue to strengthen its political, economic, and social relations through structured bilateral mechanisms and high-level visits.

Economic Diplomacy is a vital instrument for advancing national interests and complements traditional political diplomacy. Through its missions abroad, the department promotes economic diplomacy to contribute directly to poverty eradication, job creation, and socio-economic growth. These missions play a frontline role in economic diplomacy, focusing on foreign direct investment (FDI) pledges and tourism promotion for South Africa. DIRCO will work with domestic stakeholders to create opportunities, facilitate economic diplomacy initiatives, monitor, and support efforts to boost tourism, investment, and trade.

DIRCO is also committed to improving the lives of South Africans through strategic bilateral relations and its global network, which helps identify opportunities for skills and knowledge development, targeted investments, and expanded markets for South African products and services. These efforts align with the MTDP's interventions and targets, with a specific focus on improving access to foreign markets, supporting increased manufacturing, and fostering an export-orientated economy.

The department remains dedicated to advancing South Africa's interests while contributing to a better world, addressing both hard and soft issues in foreign policy. With a keen awareness of the rapidly changing global landscape, particularly post-COVID-19, DIRCO recognises the need for an agile, responsive foreign policy. This adaptability is essential to maintain South Africa's relevance on the global stage. DIRCO's commitment to regional integration and the implementation of the Regional Indicative Strategic Development Plan (RISDP) is unwavering, with efforts centred on promoting peace, stability, socio-economic growth, good governance, and democracy across the continent.

PROGRAMME 2: RESOURCE CONSIDERATIONS

Subprogramme Name	Audited outcome			Adjusted appropriation	Medium-term estimates		
	2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Africa	1 030 208	1 113 813	1 219 528	1 150 811	1 097 441	1 102 925	1 135 627
Asia and Middle East	942 060	973 837	1 101 445	993 142	1 010 261	1 014 159	1 058 460
Americas and Caribbean	465 317	462 517	535 657	481 977	521 966	527 473	558 394
Europe	838 261	825 177	924 119	924 165	841 770	913 153	970 113
Total	3 275 846	3 375 344	3 780 749	3 550 095	3 471 438	3 557 710	3 722 594

Economic Classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
	2021/22	2022/23	2023/24		2025/26	2026/27	2027/28
Compensation of employees	1 947 681	2 024 714	2 253 768	2 160 280	2 141 726	2 238 424	2 339 194
Goods and services	1 162 797	1 297 792	1 494 474	1 366 989	1 294 877	1 282 397	1 344 830
Transfers and subsidies	36 834	12 973	18 762	19 974	27 563	28 826	30 129
Payments for capital assets	15 828	24 747	11 110	2 852	7 272	8 063	8 441
Payments for financial assets	112 706	15 118	2 635				
Total	3 275 846	3 375 344	3 780 749	3 550 095	3 471 438	3 557 710	3 722 594

Salary band	Number of posts on approved establishment on 31 January 2025	Number of posts filled on 31 January 2025	Number of posts additional to the establishment	Percentage for employment equity target with disabilities in 2025/26
Lower skilled (Levels 1-2)	0	0	0	
Skilled (Levels 3-5)	13	7	0	
Highly skilled production (Levels 6-8)	216	177	0	
Highly skilled supervision (Levels 9-12)	494	410	0	
Senior management (Levels 13-16)	164	124	0	
Special advisers	0	0	0	
Political office bearers	0	0	0	
Total	887	718	0	

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
3.1 Global System of Governance	Provides for multilateralism and a rules-based international order. This entails participating and playing an active role in all forums of the UN system and its specialised agencies, and funding programmes that promote the principles of multilateral activity.
3.2 Continental Cooperation	Provides for the enhancement of the African Agenda and sustainable development.
3.3 South-South Cooperation	For partnerships with countries from the South in advancing South Africa's development needs and the needs of the African Agenda; and creates political, economic and social convergence for the fight against poverty, underdevelopment and the marginalisation of the South.
3.4 North-South Cooperation	Provides for South Africa's bilateral and multilateral engagements to consolidate and strengthen relations with organisations from the North to advance and support national priorities, the African Agenda and the developmental agenda of the South.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
3.1 GLOBAL SYSTEM OF GOVERNANCE									
South Africa's National Interest and values in all international engagements are advanced	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 summits and high-level meetings of the UN system and international organisations to influence and leverage to achieve the objectives of the NDP (UNGA, G20, BRICS)	New Indicator				Three summits and high-level meetings of the UN system and international organisations to influence and leverage to achieve the objectives of the NDP (UNGA, G20, BRICS)	Three summits and high-level meetings of the UN system and international organisations to influence and leverage to achieve the objectives of the NDP (UNGA, G20, BRICS)	Three summits and high-level meetings of the UN system and international organisations to influence and leverage to achieve the objectives of the NDP (UNGA, G20, BRICS)
		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 economic and social development	12 assessment reports reflecting South Africa's contribution towards peace and security, human rights, and economic and social development	12 reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda were submitted	12 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 economic and social development	12 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 economic and social development	12 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 economic and social development	12 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 economic and social development	12 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 economic and social development

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
South Africa's National Interest and values in all international engagements are advanced	2025 G20 Summit hosted	Number of reports on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit	New Indicator			Four reports on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit	Four reports on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit		
	Compliance with South Africa's international reporting obligations	Number of reports on 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	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

3.2 CONTINENTAL COOPERATION

South Africa's National Interest and Values in all international engagements are advanced	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 and • implementation of Agenda 2063 	One assessment report on continental partnerships	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 the outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU partnership and implementation of Agenda 2063 were submitted 	Two assessment reports reflecting South Africa's participation and the outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU partnership and implementation of Agenda 2063 	Two assessment reports reflecting South Africa's participation and the outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU partnership and implementation of Agenda 2063 	Two assessment reports reflecting South Africa's participation and the outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU partnership and implementation of Agenda 2063 	Two assessment reports reflecting South Africa's participation and the outcomes of: <ul style="list-style-type: none"> • AU structures and processes • AU partnership and implementation of Agenda 2063
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Outcome	Outputs	Output indicators	Annual targets								
			Audited/actual performance			Estimated performance	MTEF period				
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28		
	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	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	
3.3 SOUTH-SOUTH COOPERATION											
South Africa's National Interest and values in all international engagements are advanced	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	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	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											
South Africa's National Interest and values in all international engagements are advanced	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	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	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					
Number of summits and high-level meetings of the UN system and international organisations to influence and leverage to achieve the objectives of the NDP (UNGA, G20, BRICS)	Three summits and high-level meetings of the UN system and international organisations to influence and leverage to achieve the objectives of the NDP (UNGA, G20, BRICS)		Two (BRICS and UNGA)	One (G20)	
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:	12 reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:	Three reports on the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on:
<ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<ul style="list-style-type: none"> • peace and security • human rights • economic and social development 	<ul style="list-style-type: none"> • peace and security • human rights • economic and social development
Number of reports on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit	Four reports on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit	One report on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit	One report on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit	One report on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit	One report on the implementation of the approved plan of action for the hosting of the 2025 G20 Summit
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	
3.2 CONTINENTAL COOPERATION					
Number of assessment reports reflecting South Africa's participation and outcomes of: AU structures and processes, AU Partnership, and the implementation of Agenda 2063	Two assessment reports reflecting South Africa's participation and outcomes of:		One assessment report reflecting South Africa's participation and outcomes of:		One assessment report reflecting South Africa's participation and outcomes of:
	<ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 		<ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063 		<ul style="list-style-type: none"> • AU structures and processes • AU Partnership • implementation of Agenda 2063

Output indicators	Annual target	Q1	Q2	Q3	Q4
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	
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

South Africa's foreign policy prioritises African development, human rights, cooperation, conflict resolution, and inclusive economic growth. Recognising the challenges of a fractured world, DIRCO identifies multilateral cooperation as essential to advancing its foreign policy goals. Key multilateral alliances include SADC, AU, and UN, alongside partnerships in the Non-Aligned Movement (NAM), Group of 77 (G77), G20, and the Commonwealth. South Africa's international posture reflects domestic policy and constitutional values, emphasising peace, security, and socio-economic development, though fiscal constraints require a strategic focus on multilateral commitments.

In peace and security, South Africa supports the Women, Peace and Security Agenda and seeks roles on the UN Peacebuilding Commission and AU Peace and Security Council. On sustainable development, DIRCO advances initiatives like the African Continental Free Trade Area (AfCFTA), AU Agenda 2063, and the UN 2030 Agenda. Human rights remain central, with South Africa leveraging its seat on the Human Rights Council (HRC) to champion international human rights protections, prevent impunity, and improve victim support. Effective coordination and resources are vital to South Africa's influence within the HRC.

South Africa's values guide its humanitarian diplomacy, focusing on protection for refugees and internally displaced persons (IDPs), and responses to food insecurity, migration, and disasters. This commitment is demonstrated through the Annual Regional Seminar on International Humanitarian Law (IHL), co-hosted with the ICRC, to support Southern African and Indian Ocean nations.

Despite rising nationalism and shifts away from a rules-based global system, South Africa is dedicated to African unity, inclusive growth, and stability, aiming to strengthen regional mechanisms that foster opportunities, particularly for women and youth, as a safeguard against instability. The country also supports democracy and good governance across Africa, consistent with the African Charter on Democracy, Elections and Governance.

DIRCO will continue advancing international law on issues like climate change, sustainable development, human rights, and counter-terrorism, relying on the South African Treaty Register to track and implement agreements that benefit South Africans. Compliance with international reporting obligations remains a priority, with a focus on South-South and North-South cooperation to further the global development agenda.

To protect national interests, South Africa is active in multilateral negotiations and champions a fair, rules-based system that addresses the needs of Africa and the developing world. Support for the International Labour Organisation (ILO) Convention 190 and Recommendation 206 aligns with national goals to eliminate gender-based violence, complementing the National Strategy on Gender-Based Violence and Femicide and the National Action Plan on Women, Peace, and Security.

PROGRAMME 3: RESOURCE CONSIDERATIONS

Subprogramme Name	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Global System of Governance	343 903	393 538	417 146	408 568	394 809	409 593	427 301
Continental Cooperation	58 202	85 920	106 692	84 608	88 837	93 735	96 728
South-South Cooperation	4 462	5 650	5 072	5 713	5 711	5 975	6 244
North-South Dialogue	65 689	73 031	86 406	93 971	96 026	100 516	105 068
Total	472 256	558 139	615 316	592 860	585 383	609 819	635 341

Economic Classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
Rand thousand	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Compensation of employees	340 873	367 726	410 150	406 763	389 601	407 531	425 963
Goods and services	133 447	176 842	192 634	182 239	188 423	194 513	201 035
Transfers and subsidies	1 899	1 972	679	3 483	3 639	3 806	3 978
Payments for capital assets	1 906	7 777	6 944	375	3 720	3 969	4 365
Payments for financial assets	(5 869)	3 822	4 909				
Total	472 256	558 139	615 316	592 860	585 383	609 819	635 341

Salary band	Number of posts on approved establishment on 31 January 2025	Number of posts filled on 31 January 2025	Number of posts additional to the establishment
Lower skilled (Levels 1-2)	0	0	0
Skilled (Levels 3-5)	6	4	0
Highly skilled production (Levels 6-8)	58	28	1
Highly skilled supervision (Levels 9-12)	147	115	0
Senior management (Levels 13-16)	34	29	0
Special advisers	0	0	0
Political office bearers	0	0	0
Total	245	176	1

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
4.1 Public Diplomacy	Promotes a positive image of South Africa; communicates foreign policy positions to domestic and foreign audiences; and markets and brands South Africa through public diplomacy platforms, strategies, products and services.
4.2 Protocol Services	Facilitates incoming and outgoing high-level visits and ceremonial events, coordinates and regulates engagement with the local diplomatic community, provides protocol advice and support to various spheres of government, facilitates the hosting

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS, AND TARGETS

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	Platforms utilised to inform and promote South Africa's foreign policy to domestic and international audiences	Number of key messages distributed to missions on domestic and global developments	64 key messages were distributed to missions on domestic and global developments	63 key messages were distributed to missions on domestic and global developments	65 key messages were distributed to missions on domestic and global developments	Nine key messages distributed to missions on domestic and global developments	80 key messages distributed to missions on domestic and global developments	80 key messages distributed to missions on domestic and global developments	80 key messages distributed to missions on domestic and global developments
		Number of public participation programmes (PPPs) utilised to inform and promote South Africa's foreign policy to domestic and international audiences	12 PPPs held 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	16 PPPs	12 PPPs	12 PPPs	12 PPPs	12 PPPs
		Number of opinion pieces published	Nine opinion pieces published	Nine opinion pieces published	16 opinion pieces published	Nine opinion pieces published	12 opinion pieces published	12 opinion pieces published	12 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	80 key messages distributed to missions on domestic and global developments	25 key messages distributed to missions on domestic and global developments	25 key messages distributed to missions on domestic and global developments	15 key messages distributed to missions on domestic and global developments	15 key messages distributed to missions on domestic and global developments
Number of public participation programmes utilised to inform and promote South Africa's foreign policy to domestic and international audiences	12 PPPs	Three PPPs	Three PPPs	Three PPPs	Three PPPs
Number of opinion pieces published	12 opinion pieces published	Three opinion pieces published	Three opinion pieces published	Three opinion pieces published	Three opinion pieces published

Outcome	Outputs	Output indicators	Annual targets						
			Audited/actual performance			Estimated performance	MTEF period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
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% (42) of protocol services rendered to all in and outgoing State, Official and Working Visits	100% (57) of protocol services rendered to all in and outgoing State, Official and Working 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
	Consular services rendered	Percentage of requests for consular assistance rendered	100% (740) cases reported to DIRCO were responded to as per the Service Delivery Charter	100% (822) cases reported to DIRCO were responded to as per the Service Delivery Charter	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
	Legalised services rendered	Percentage of documents legalised	100% (54 816) of documents legalised	100% (55 005) of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised	100% of documents legalised

INDICATORS, ANNUAL AND QUARTERLY TARGETS

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

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

The department is adapting to the evolving diplomatic landscape by fully leveraging social media to enhance transparency and close the communication gap between the state and citizens. Public Diplomacy (PD) will focus its budget on expanding platform reach, making foreign policy accessible to the public. Key platforms include *Ubuntu Magazine*, *Ubuntu Newsflash*, Ubuntu Radio, and Ubuntu TV, which highlight and celebrate South Africa's achievements and international role. Events such as the Diplomatic Fun Fair and Africa Day, along with public lectures and outreach programmes, further engage communities and stakeholders. Embracing the digital revolution, the department is committed to investing in new technologies to broaden its reach. Social media platforms, in particular, complement Ubuntu Radio, a core element in executing the PD Strategy and fostering dialogue on South Africa's role in global issues. The Centre for Early Warning provides 24-hour communications, logistical, and support services, often acting as a crisis call centre for South African missions, other government departments, and the public.

State Protocol continues to uphold the Vienna Convention by delivering services according to the Service Delivery Charter, supporting one of the world's largest diplomatic communities. This includes coordinating incoming and outgoing international visits and assisting foreign diplomatic and consular officials in South Africa. Consular Services offer essential support to South Africans abroad, including emergency assistance for those in distress and notarial services that legalise public documents for international use, providing necessary legal validity for South African documents abroad.

PROGRAMME 4. RESOURCE CONSIDERATIONS

Subprogramme Name	Audited outcome			Adjusted appropriation	Medium-term estimates		
	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Public Diplomacy	58 905	83 571	77 468	66 825	68 718	71 877	75 127
Protocol Services	203 642	252 237	359 287	227 856	417 554	237 341	245 361
Total	262 547	335 808	436 755	294 681	486 272	309 218	320 488

Economic Classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Compensation of employees	174 583	178 236	183 057	160 179	180 049	189 628	198 092
Goods and services	86 793	156 641	251 431	132 592	304 206	117 482	120 193
Transfers and subsidies	1 153	859	1 875	1 870	1 954	2 043	2 135
Payments for capital assets	8	72	57	40	63	65	68
Payments for financial assets	10		335				
Total	262 547	335 808	436 755	294 681	486 272	309 218	320 488

Salary band	Number of posts on approved establishment on 31 January 2025	Number of posts filled on 31 January 2025	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	132	0
Highly skilled supervision (Levels 9-12)	135	78	0
Senior management (Levels 13-16)	24	17	0
Special advisers	0	0	0
Political office bearers	0	0	0
Total	350	241	0

PROGRAMME 5: INTERNATIONAL TRANSFERS

Purpose: Fund membership fees and transfer 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		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2026/27
Multilateralism strengthened through payment of membership fees	South Africa fulfilling its continental and global responsibilities through payment of membership fees	Percentage of South Africa's membership contributions to identified international organisations paid	New Indicator				100% of South Africa's membership contributions to identified international organisations paid	100% of South Africa's membership contributions to identified international organisations paid	100% of South Africa's membership contributions to identified international organisations paid

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output indicators	Annual target	Q1	Q2	Q3	Q4
Percentage of South Africa's membership contributions to identified international organisations paid	100% of South Africa's membership contributions to identified international organisations paid	100% of South Africa's membership contributions to identified international organisations paid	100% of South Africa's membership contributions to identified international organisations paid	100% of South Africa's membership contributions to identified international organisations paid	100% of South Africa's membership contributions to identified international organisations paid

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PLANNING PERIOD

The department remains committed to honouring South Africa's financial obligations at international, regional, and subregional levels, ensuring timely and full payments. These contributions include:

- Membership dues to bodies like the UN, AU, SADC, and the Commonwealth

- Contributions to UN peacekeeping operations
- Participation fees for meetings of states parties for international treaties where South Africa is a member
- Voluntary pledges for humanitarian and technical assistance.

To uphold South Africa’s governance commitments and national interests, the department ensures all payments are made on time, including contributions to institutions hosted in South Africa, such as the Pan-African Parliament, the New Partnership for Africa’s Development (NEPAD), the African Peer Review Mechanism (APRM), the African Commission on Nuclear Energy, and the Pan-African University on Space Science. This involves meeting all assessed contributions as required by these international entities.

PROGRAMME 5: RESOURCE CONSIDERATIONS

Subprogramme Name	Audited outcome			Adjusted appropriation	Medium-term estimates		
	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Departmental Agencies	48 546	49 699	49 890	52 131	54 466	56 961	59 537
Membership Contribution	629 287	724 172	801 335	804 228	834 431	872 660	912 123
Total	677 833	773 871	851 225	856 359	888 897	929 621	971 660

Economic Classification	Audited outcome			Adjusted appropriation	Medium-term estimates		
	2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Transfers and Subsidiaries	677 833	773 871	851 225	856 359	888 897	929 621	971 660
Total	677 833	773 871	851 225	856 359	888 897	929 621	971 660

6. UPDATED KEY RISKS

OUTCOME	KEY RISK	MITIGATION STRATEGIES
1. A modern, effective department with capable and skilled employees, that is committed to the excellent execution of South Africa’s foreign policy	• Delays in the implementation of the digital strategy	<ul style="list-style-type: none"> • Timely implementation of procurement processes • Enhance internal ICT capacity • Continuous monitoring of the digital strategy
2. Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the MTDP priorities	• South Africa’s bilateral partners unavailable to engage as per the agreed implementation plan or roadmap	<ul style="list-style-type: none"> • Continuous monitoring of implementation plans and roadmaps

OUTCOME	KEY RISK	MITIGATION STRATEGIES
3. Strengthened Economic Diplomacy through tourism promotion, trade, and investment opportunities in support of the one-government investment approach	<ul style="list-style-type: none"> Economic diplomacy opportunities prevented by unfavourable political, security, and economic conditions in countries of our bilateral partners 	<ul style="list-style-type: none"> Utilise the existing business mechanisms to advance our economic diplomacy programmes Increase engagements with bilateral partners
4. Increased regional integration	<ul style="list-style-type: none"> Lack of political will and resources within the member states to implement programmes and projects 	<ul style="list-style-type: none"> Engage SADC member states bilaterally to work towards the implementation of SADC decisions
5. South Africa's National Interest and values in all international engagements are advanced	<ul style="list-style-type: none"> Undermining collective initiatives aimed at strengthening multilateralism 	<ul style="list-style-type: none"> Strengthen the multilateral alliances to mitigate the negative effects of unilateral actions
6. Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	<ul style="list-style-type: none"> Divergent views emanating from South Africa on foreign policy 	<ul style="list-style-type: none"> Stronger intergovernmental coordination on international relations
7. Multilateralism strengthened through membership fees	<ul style="list-style-type: none"> Absence in influential multilateral structures 	<ul style="list-style-type: none"> Regular servicing of membership fees and contributions

7. PUBLIC ENTITIES

NAME OF PUBLIC ENTITY	MANDATE	Key Outputs	Current Annual Budget (R thousand)
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.	<ul style="list-style-type: none"> • Requests evaluated by the ARF Advisory Committee • Project site visit reports on active projects • Requests recommended for technical assistance to support elections funded • Projects funded for humanitarian assistance to countries in need • Advancement and support for initiatives in line with the African Continental Free Trade Area Agreement 	54 466

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	2025/2026	7 000 000	4 256 746,70
2	New Delhi: Feasibility and planning for construction of new Chancery	Planning and construction of Chancery	New Chancery and Official Residence construction	2022/2023	2025/2026	90 000 000	2 245 801,19
3	Luanda: Feasibility and planning for the redevelopment of the Official Residence	Planning and redevelopment of the Official Residence	New Official Residence	2023/2024	2025/2026	40 000 000	0.00
4	Nairobi: Acquisition of new Chancery.	Acquisition of new properties	New Chancery	2023/2024	2024/2025	83 705 919	0.00
5	Copenhagen: Renovation for the Chancery	Renovation of the Chancery	Properties renovated	2023/2024	2025/2026	65 000 000	17 716 669,90
6	Copenhagen: Renovation for the Official Residence	Renovation of the Official Residence	Properties renovated	2023/2024	2025/2026	60 000 000	393 035,36

No.	Project Name	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Project Cost	Current Year Expenditure
7	New York: Refurbishment of the Official Residence	Renovation of the Official Residence	Properties renovated	2023/2024	2025/2026	9 200 000	917 078,15
8	Vienna: Renovation of the Official Residence	Renovation of the Official Residence	Properties renovated	2021/2022	2024/2025	20 000 000	0.00
9	London: Replacement of the boiler system at the Chancery	Replacement of the boiler system in the Chancery	Properties renovated	2023/2024	2024/2025	69 711 323,61	0.00
10	London: Renovation of the residential accommodation 21 Cavendish Close	Renovation of the Residential Accommodation 21 Cavendish Close	Properties renovated	2023/2024	2025/2026	30 180 412,52	0.00
11	Rome: Renovation of the Official Residence	Upgrading of the basement at the Official Residence	Properties renovated	2023/2024	2025/2026	45 000 000	6 424 874,24
12	Brasilia: Renovation of the Official Residence	Renovation of the Official Residence	Properties renovated	2023/2024	2025/2026	9 000 000	0.00
13	Mbabane: Renovation of the Official Residence	Renovation of the Official Residence	Properties renovated	2023/2024	2025/2026	12 000 000	1 000 000,00
14	Maseru: Renovation of the Official Residence	Renovation of the Official Residence	Properties renovated	2022/2023	2025/2026	13 000 000	0.00
15	Condition assessment: Various state-owned properties abroad	Condition assessments of properties	Condition assessments reports provided	2023/2024	2024/2025	8 000 000	2 936 833.00
16	Maintenance: Various state-owned Properties abroad	Maintenance of identified works	Property maintenance	2023/2024	2024/2025	25 000 000	6 600 843.27

9. PUBLIC-PRIVATE PARTNERSHIP (PPP)

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
Head office accommodation for the Department of International Relations and Cooperation	<ul style="list-style-type: none"> • Financing, design, construction, operation, and maintenance of head office and guesthouse facilities • Financing, design, renovation, and structural maintenance of state-owned guesthouse facility 	<ul style="list-style-type: none"> • New head office and guesthouse constructed • Head Office and guesthouse maintained and operated by on-site facilities management company • Furniture, fittings and equipment installed, maintained and replaced at agreed intervals • State-owned guesthouses renovated and structurally maintained 	2025/26 unitary fee: R378 244 592.00 per annum (including VAT)	September 2034

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

PROGRAMME 1

INDICATOR TITLE	Number of business processes automated
DEFINITION	<p>The indicator tracks the number of business processes automated.</p> <p>To enhance the digital environment, DIRCO has a detailed roadmap and implementation plan of the approved digital strategy. To ensure 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 six digital strategic objectives-related projects.</p>
SOURCE OF DATA	Report on the implementation of the digital strategy
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed report
ASSUMPTIONS	Resources consideration
DISAGGREGATION OF BENEFICIARIES	Not Applicable
SPATIAL TRANSFORMATION	Not Applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Annually
DESIRED PERFORMANCE	Improve work performance through innovative digital enhancements
INDICATOR RESPONSIBILITY	Office of the Chief Information Officer

INDICATOR TITLE	Number of progress reports on the implementation of the digital strategy
DEFINITION	<p>To enhance the digital environment, DIRCO has a detailed roadmap and a detailed implementation plan of the approved strategy.</p> <p>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 six digital strategic objectives-related projects.</p>
SOURCE OF DATA	Digital Strategy
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed report
ASSUMPTIONS	Resources consideration
DISAGGREGATION OF BENEFICIARIES	Not Applicable
SPATIAL TRANSFORMATION	Not Applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Improve work performance through innovative digital enhancements
INDICATOR RESPONSIBILITY	Office of the Chief Information Officer

INDICATOR TITLE	Percentage of the Audit Action Plan implemented
DEFINITION	The indicator tracks the percentage Audit Action Plan implemented on efforts made towards obtaining a clean audit opinion.
SOURCE OF DATA	The Audit Action Plan Report
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	<ul style="list-style-type: none"> • Compliance issues are at an acceptable level • Accounting standards remain the same • 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	Non-cumulative
REPORTING CYCLE	Annually
DESIRED PERFORMANCE	Clean Audit Opinion
INDICATOR RESPONSIBILITY	Office of the Chief Financial Officer

INDICATOR TITLE	Number of youth employed through development programmes in the department
DEFINITION	<p>The indicator tracks the number of youth employed through developmental programmes in the department.</p> <p>Youth developmental programmes refer to cadet, internship and learnership programmes in line with the directive on the employment of persons to developmental programmes in the Public Service, DPSA HRD Circular No 1 of 2018.</p> <p>The cadet programme is a programme with a blended approach of theory and workplace learning for young graduates and professionals with no prior experience in the field of international relations. The duration of the cadet programme will be 24 months.</p> <p>The internship programme is a structured workplace experience programme that is agreed to between the intern and the supervisor/line manager who is delegated this responsibility by a department. This work experience provides exposure in a field relevant to the qualification(s) of the intern and relevant to the skills need of the department over a specified period. The duration of the internship programme will be 24 months.</p> <p>The learnership programme is a structured workplace experience programme that involves developing workplace skills of unemployed youth (18–35 years) with 70% of structured experiential learning and 30% theoretical learning. The duration of the learnership programme will be 24 months.</p>
SOURCE OF DATA	<p>Internship and Cadet Programme (PSETA): PERSAL report.</p> <p>Internship and Learnership Programme (Imbumba Aganang Private Party (IAPP) and DIRCO) IAPP's Human Resource software system called Greatsoft report.</p> <p>Signed Report</p>
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed report
ASSUMPTIONS	<p>Availability of budget</p> <p>Targeted youth meet minimum requirements</p>
DISAGGREGATION OF BENEFICIARIES	Youth: 90
SPATIAL TRANSFORMATION	Not Applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Annually
DESIRED PERFORMANCE	Eradicate youth unemployment and enhance employability. The programme is aligned with the initiative by government to address the persistent challenge of youth unemployment by ensuring that young South Africans have access to meaningful economic opportunities.
INDICATOR RESPONSIBILITY	Deputy Director-General: Corporate Management

INDICATOR TITLE	Number of programmes conducted in line with the Workplace Skills Plan (WSP)
DEFINITION	The indicator tracks the number of programmes conducted in line with the WSP. Training on skills development programmes implemented and monitored, leading to improvement in productivity and service delivery. It is imperative that DIRCO functions optimally and proficiently. 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	Workplace Skills Plan or attendance registers
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	International Organisation for Standardisation (ISO) Certified Quality Management System maintained
DEFINITION	<p>The indicator tracks the maintenance of the ISO Certified Quality Management System.</p> <p>The academy is expected to deliver quality programmes that adhere to international standards, and the standard for the management thereof will be linked to having a certified Quality Management System.</p>
SOURCE OF DATA	Valid ISO certificate (South African Bureau of Standards Audit Report)
METHOD OF CALCULATION/ASSESSMENT	Qualitative
MEANS OF VERIFICATION	Signed report
ASSUMPTIONS	DIRCO (Diplomatic Academy and International School) meets all the requirements of ISO 9001:2015 Quality Management System
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Non-cumulative
REPORTING CYCLE	Annual
DESIRED PERFORMANCE	Centre of excellence in foreign service training
INDICATOR RESPONSIBILITY	Diplomatic Academy

INDICATOR TITLE	Number of reports on the delivery of AU/UN languages
DEFINITION	Tracks the delivery of AU/UN languages. The academy is expected to deliver quality programmes that adhere to international standards, and the standard for the management thereof will be linked to having a certified Quality Management System. Furthermore, it is imperative that for the South African diplomats to function optimally, foreign language proficiency is vital, and the academy will strive to enhance its capability to offer such.
SOURCE OF DATA	Attendance registers, course outline, programmes
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports on AU/UN languages
ASSUMPTIONS	Well-equipped officials to respond to the demand for training Training requests received.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Centre of excellence in foreign service training
INDICATOR RESPONSIBILITY	Diplomatic Academy

INDICATOR TITLE	Number of reports on the collaboration with partners to enrich training programmes of the academy
DEFINITION	The indicator tracks the collaboration with partners to enrich training programmes of the academy so that it can deliver quality programmes that adhere to international standards that can be linked to certified Quality Management System. The importance of establishing partnerships and networks with strategic institutions both at the national and international levels will be prioritised in pursuit of the objective of striving to be a centre of excellence.
SOURCE OF DATA	Agendas, minutes, or attendance registers
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports establishing partnerships
ASSUMPTIONS	There are partnerships and networks with strategic institutions both at the national and international levels
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Centre of excellence in foreign service training
INDICATOR RESPONSIBILITY	Diplomatic Academy

INDICATOR TITLE	Number of initiatives to advance gender equality and women's empowerment through gender mainstreaming
DEFINITION	<p>The indicator tracks the number of initiatives to advance gender equality and women's empowerment through gender mainstreaming.</p> <p>These initiatives are geared towards creating an enabling environment for the promotion of programmes for women's empowerment which will include the establishment of monitoring mechanisms to assess the implementation and reporting of information towards institutionalising mainstreaming by the department.</p>
SOURCE OF DATA	Signed submissions, programmes, or attendance registers
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Active participation in initiatives
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Women
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Institutionalisation of processes for women's empowerment in the department
INDICATOR RESPONSIBILITY	Chief Operations Officer

INDICATOR TITLE	Number of initiatives to advance youth development and empowerment
DEFINITION	<p>The indicator tracks the number of initiatives to advance youth development and empowerment</p> <p>These initiatives are geared towards creating an enabling environment for the promotion programmes for youth development, which will include the establishment of monitoring mechanisms to assess the implementation and reporting of information towards institutionalising mainstreaming by the department.</p>
SOURCE OF DATA	Signed submissions, programmes, or attendance registers
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Active participation in initiatives
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Youth
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Institutionalisation of processes for youth development in the department
INDICATOR RESPONSIBILITY	Chief Operations Officer

INDICATOR TITLE	Number of initiatives to mainstream the rights of persons with disabilities
DEFINITION	<p>The indicator tracks the number of initiatives to mainstream the rights of persons with disabilities</p> <p>These initiatives are geared towards creating an enabling environment for the promotion of programmes for persons with disabilities, which will include the establishment of monitoring mechanisms to assess the implementation and reporting of information towards institutionalising mainstreaming by the department.</p>
SOURCE OF DATA	Signed submissions, programmes, or attendance registers
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Active participation in initiatives
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	People with disabilities
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Institutionalisation of processes for persons with disabilities
INDICATOR RESPONSIBILITY	Chief Operations Officer

INDICATOR TITLE	Percentage of requested legal advice and services rendered
DEFINITION	The Office of the Chief State Law Adviser (OCSLA) International Law (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	<i>Percentage of requested legal advice and services rendered = $\frac{\text{Numerator (Requests responded to)}}{\text{Denominator (Requests received)}}$</i> Quantitative
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)

PROGRAMME 2

INDICATOR TITLE	Number of structured bilateral mechanisms and high-level engagements on political, economic, and social relations
DEFINITION	<p>The indicator tracks the structured bilateral mechanisms and high-level engagements on political, economic, and social relations.</p> <p>Structured bilateral mechanisms refer to formal multisectoral intergovernmental interactions established in terms of memoranda of understanding (MoUs) between South Africa and other countries. The structured bilateral mechanisms are chaired at the levels of President, Deputy President, DIRCO Minister, Deputy Ministers, Director-General, or Deputy Director-General. High-level engagements refer to meetings at the levels of State Visits (President), Working Visits (President, Deputy President, DIRCO Minister, Deputy Ministers, Director-General and Deputy Director-General).</p>
SOURCE OF DATA	Agreed minutes, MoUs, or communiqués
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	<p>South Africa's National Interest objectives can be pursued with the identified bilateral partner</p> <p>Departments responsible delivering obligations stipulated in bilateral agreements are willing and able to fulfil their commitments</p>
DISAGGREGATION OF BENEFICIARIES	Not applicable
SPATIAL TRANSFORMATION	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Structured engagements contributing to advancing the country's National Interest, including the MTDP priorities.
INDICATOR RESPONSIBILITY	All Deputy Directors-General: Bilateral branches

INDICATOR TITLE	Number of Economic Diplomacy activities and initiatives undertaken
DEFINITION	<p>The indicator tracks the number of economic diplomacy activities and initiatives undertaken.</p> <p>Economic Diplomacy refers to the overall diplomatic contribution towards the implementation of South Africa's foreign policy priorities and national priorities, which are underpinned in the Economic Diplomacy Strategic Framework (EDSF).</p> <p>The department, through its missions, contributes towards economic growth in South Africa through export and investment promotion by: 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>
SOURCE OF DATA	Programmes, attendance registers, invitation letters or emails, or EDSF
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Investment opportunities exist that can be pursued
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More investment and trade opportunities
INDICATOR RESPONSIBILITY	All Deputy Directors-General: Bilateral branches

INDICATOR TITLE	Number of tourism-promotion events held to promote South Africa as a preferred tourist destination
DEFINITION	<p>The indicator tracks the number of tourism promotion events to promote South Africa as a preferred tourist destination.</p> <p>Tourism promotion events refer to activities undertaken to encourage inbound visits to South Africa and contribute to economic growth and job creation. 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.</p>
SOURCE OF DATA	Programmes, attendance registers, invitation letters or emails
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	Increase in tourist arrivals to contribute towards the achievement of South Africa's domestic priorities
INDICATOR RESPONSIBILITY	All Deputy Directors-General: Bilateral branches

INDICATOR TITLE	Number of engagements to facilitate financing opportunities for South African DFIs
DEFINITION	Investment and financing opportunities refer to South African companies and development bank financial institutions investing in the economy
SOURCE OF DATA	Programmes, attendance registers, invitation letters, or emails
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	South African diplomats are capacitated (human and financial) to undertake the relevant economic diplomacy initiatives Leads are followed up
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Increased financing opportunities for South African DFIs
INDICATOR RESPONSIBILITY	All Deputy Directors-General: Bilateral branches

INDICATOR TITLE	Number of reports on human development partnership engagements on skills transfer and technical cooperation
DEFINITION	The indicator tracks the number of reports on human development partnership engagements on skills transfer and technical cooperation Partnerships on skills transfer and capacity building refer to collaborations to facilitate opportunities for human development.
SOURCE OF DATA	Programmes, attendance registers, invitation letters, or emails
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Human development partnerships contribute to the exchange and transfer of technical knowledge and expertise
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Increased human development partnerships and technical cooperations towards the realisation of a capable, ethical, and developmental state
INDICATOR RESPONSIBILITY	All Deputy Directors-General: Bilateral branches or the Deputy Director-General: DTRD

INDICATOR TITLE	Number of SADC and SACU meetings coordinated in support of the Regional Integration Agenda
DEFINITION	<p>The indicator tracks the number of SADC and SACU meetings coordinated in support of the Regional Integration Agenda</p> <p>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.</p>
SOURCE OF DATA	Programmes, attendance registers, invitation letters, or emails
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	Quarterly
DESIRED PERFORMANCE	Effective contribution towards peace, stability, socio-economic development, good governance, democracy, regional integration, and the implementation of the revised RISDP towards the achievement of South Africa's domestic priorities
INDICATOR RESPONSIBILITY	Deputy Director-General: Africa

PROGRAMME 3

INDICATOR TITLE	Number of summits and high-level meetings of the UN system and international organisations to influence and leverage to achieve the objectives of the NDP (UNGA, G20, BRICS)
DEFINITION	<p>The indicator tracks the number of summits engaged in to advance the development agenda in line with South Africa's international relations policy objectives.</p> <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>
SOURCE OF DATA	Resolutions, reports, or agendas
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Interdepartmental meetings taking place to agree on South Africa's position and 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 the outcomes of multilateral and multistate organisations reflecting South Africa's participation and interests, including that of the African Agenda on: <ul style="list-style-type: none"> • peace and security • human rights • economic and social development
DEFINITION	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.
SOURCE OF DATA	Resolutions, reports, or agendas
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Interdepartmental meetings taking place to agree on South Africa's position and 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 the implementation of the approved plan of action for the hosting of the 2025 G20 Summit
DEFINITION	The indicator tracks the implementation of the approved plan of action for the hosting of the 2025 G20 Summit. The Group of Twenty (G20) is the premier forum for international economic cooperation. It plays an important role in shaping and strengthening global architecture and governance on all major international economic issues. South Africa is a member of the G20, and its participation seeks to provide strategic foresight in establishing an economic and international policy platform that will drive and negotiate the best possible outcomes for the country, Africa, and the developing world.
SOURCE OF DATA	Plan of action or project plan
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Signed reports
ASSUMPTIONS	Implementation of the approved plan of action Adequate resources for implementation of the approved plan of action
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 objectives pursued in international economic fora.
INDICATOR RESPONSIBILITY	Deputy Director-General: Global Governance and Continental Agenda

INDICATOR TITLE	Number of reports on South Africa's international reporting obligations
DEFINITION	<p>The indicator tracks South Africa's international reporting obligations</p> <p>South Africa has an international obligation to submit national reports in terms of international agreements that it is a party to. Line-function departments submit national reports, while DIRCO monitors the submission of the reports and provides feedback to Cabinet.</p>
SOURCE OF DATA	Reports from the partner departments
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	Biannual
DESIRED PERFORMANCE	South Africa is 100% in compliance with submitting national reports
INDICATOR RESPONSIBILITY	OCSLA (IL)

INDICATOR TITLE	Number of assessment reports reflecting South Africa's participation and outcomes of: AU structures and processes, AU Partnership, and the implementation of Agenda 2063
DEFINITION	<p>The indicator tracks the number of assessment reports reflecting South Africa's participation and outcomes of the AU structures and processes, AU Partnership, and the implementation of Agenda 2063</p> <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	Agendas, programmes, or partner departments information on flagship projects
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed outcomes reports or submissions on AU structures and processes AU partnerships and implementation of Agenda 2063
ASSUMPTIONS	South Africa's participation in AU structures
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Biannually
DESIRED PERFORMANCE	More flagship projects implemented or operationalised
INDICATOR RESPONSIBILITY	Deputy Director-General: 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	Agenda, reports, programme, or minutes
METHOD OF CALCULATION	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	South Africa's participation in AU structures
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Biannually
DESIRED PERFORMANCE	Fulfil commitments to resolve continental conflicts
INDICATOR RESPONSIBILITY	Deputy Director-General: 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	Signed submission
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed reports. In instances where there is more than one report provided, confirmation that the reports provided constitute 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: Asia and Middle East Deputy Director-General: Global Governance and Continental Agenda

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 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	Signed submission
METHOD OF CALCULATION	Quantitative
MEANS OF VERIFICATION	Signed 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	Biannually
DESIRED PERFORMANCE	More negotiated outcomes in line with South African objectives
INDICATOR RESPONSIBILITY	Deputy Director-General: Americas and Europe Deputy Director-General: Global Governance and Continental Agenda

PROGRAMME 4

INDICATOR TITLE	Number of key messages distributed to missions on domestic and global developments
DEFINITION	<p>The indicator tracks number of key messages distributed to domestic and international audiences through PD platforms communicating South Africa's foreign policy objectives and priorities</p> <p>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.</p>
SOURCE OF DATA	State of the Nations Adress, National Interest, NDP, Ubuntu White Paper, and the Foreign Service Act
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Key messages issued by Public Diplomacy as received from the Government Communication and Information System (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	Deputy Director-General: Public Diplomacy

INDICATOR TITLE	Number of Public Participation Programmes (PPPs) utilised to inform and promote South Africa's foreign policy to domestic and international audiences
DEFINITION	<p>The indicator tracks the number of Public Participation Programmes utilised to inform and promote South Africa's foreign policy objectives and priorities communicated to domestic and international audiences.</p> <p>PPPs refers to platforms for engaging citizens and stakeholders in communicating and creating awareness on South Africa's foreign policy, its objectives, achievements, and positions. These typically include outreach programmes, seminars, workshops, lectures, dialogues, mass events, public hearings, and awareness campaigns. They are designed to promote interactive sessions, transparency, inclusivity, and responsiveness in South Africa's foreign policy.</p>
SOURCE OF DATA	Reports on PPPs
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Concept paper, programme, minutes, reports
ASSUMPTIONS	The availability of budget and principals
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Engagement in more PPPs
INDICATOR RESPONSIBILITY	Deputy Director-General: Public Diplomacy

INDICATOR TITLE	Number of opinion pieces published
DEFINITION	The indicator tracks the number of opinion pieces published on South Africa's foreign policy objectives and priorities by principals and departmental officials Opinion pieces refer to written expressions of thoughts and opinions on domestic and global political issues
SOURCE OF DATA	Published opinion piece
METHOD OF CALCULATION/ASSESSMENT	Quantitative
MEANS OF VERIFICATION	Published opinion piece
ASSUMPTIONS	The opinion piece will be published
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
CALCULATION TYPE	Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	More opinion pieces published
INDICATOR RESPONSIBILITY	Deputy Director-General: Public Diplomacy

INDICATOR TITLE	Percentage of requests for protocol services rendered to incoming and outgoing 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: 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: 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	Requests received to render protocol services
METHOD OF CALCULATION	<p>The following formula is used to calculate:</p> $\text{Percentage of requests for consular services rendered} = \frac{\text{Numerator (Requests responded to)}}{\text{Denominator (Requests received)}} \text{ (quantitative)}$
MEANS OF VERIFICATION	Signed quarterly schedules for confirmed facilitated international visits of principals, including initiation and signed or approved exit reports, or submissions
ASSUMPTIONS	Written requests are received 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	Written consular requests
METHOD OF CALCULATION	The following formula is used to calculate: <i>Percentage of requests for consular services rendered = $\frac{\text{Numerator (Requests responded to)}}{\text{Denominator (Requests received)}}$</i> (quantitative)
MEANS OF VERIFICATION	Signed statistics or reports
ASSUMPTIONS	Confirmation that requests are received from South African citizens 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. Documents accepted for legalisation are processed in accordance with the guidelines set in the Service Delivery Charter. Legalisation is guided by Chapter 20 of the Consular Handbook.
SOURCE OF DATA	Written request for legalisation of documents
METHOD OF CALCULATION	$Percentage\ of\ documents\ legalised = \frac{Numerator\ (Requests\ responded\ to)}{Denominator\ (Requests\ received)}$ (quantitative)
MEANS OF VERIFICATION	Signed statistics, reports, or 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

PROGRAMME 5

INDICATOR TITLE	Percentage of South Africa's membership contributions to identified international organisations paid
DEFINITION	<p>These membership fees and contributions 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.
SOURCE OF DATA	Approved Submissions
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	Non-Cumulative
REPORTING CYCLE	Quarterly
DESIRED PERFORMANCE	Membership contributions due paid on time
INDICATOR RESPONSIBILITY	Deputy Director-General: Financial and Asset 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 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 the forging of a South African national consciousness and in the process of its democratic transformation and nation-building.

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

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

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.

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 125 missions in 108 countries 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 are 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.
First 10-year Implementation Plan	The FTYIP of Agenda 2063 (2013–2023) is the first in a series of five 10-year plans over the 50-year horizon of Agenda 2063's time frame. 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 3D 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.

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	The JCPOA, more commonly known as the Iran nuclear deal or Iran deal, is an agreement on the Iranian nuclear programme between Iran and the P5+1 (the five permanent members of the UN Security Council: China, France, Russia, United Kingdom, United States [US], plus Germany) together with the EU. On 8 May 2018, President Donald Trump announced the US' withdrawal from the JCPOA.
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.
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, 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.
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 is not restricted to, private business, medical treatment or holiday purposes.
Promotion of the multilateral system	Promoting the use and strengthening of the multilateral system of collective decision-making between states and countering the damaging effects of unilateral and collective actions undertaken by big and powerful states that exclude small and medium states such as South Africa.
Regional economic integration	<p>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).</p> <p>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.</p>
Regional Indicative Strategic Development Plan (RISDP)	<p>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.</p> <p>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.</p> <p>Priority areas of the RISDP:</p> <ul style="list-style-type: none"> • 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.

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, draft agreements and communiqués or declarations, and 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, such as that of the Africa-European Union (EU)-, 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.
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 GDP of US\$833 billion. The TFTA is anchored on three pillars: market integration, infrastructure development, and industrial development, and is a precursor to the vision of realising an economically integrated continent.

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. Mexico's ratification procedure will be completed when the President announces the ratification in the Federal Register. The processes to ratify the agreement by the US and Canada are not completed yet.

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 in order to convey an official message to the President or Deputy President of the Republic of South Africa. This visit is taken at the initiative of the visiting country. Courtesies to be accorded are informed by the level of the Special Envoy.

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
AI	Artificial Intelligence
APRM	African Peer Review Mechanism
AUC	African Union Commission
AU	African Union
AUPSC	AU Peace and Security Council

B

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

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

D

DDG	Deputy Director-General
DG	Director-General
DIRCO	Department of International Relations and Cooperation
DRC	Democratic Republic of the Congo
DTRD	Diplomatic Training, Research and Development

E

EAC	East Africa Community
EPA	Economic Partnership Agreement
EU	European Union

F

4IR	Fourth Industrial Revolution
FSD	Foreign Service Dispensation

G

G77	Group of 77 (plus China)
GNU	Government of National Unity

I	
IBSA	India, Brazil and South Africa Dialogue Forum
IMF	International Monetary Fund
IORA	Indian Ocean Rim Association
M	
MTDP	Medium-Term Development Plan
N	
NAM	Non-Aligned Movement
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
NSDS	National Skills Development Strategy
O	
OECD	Organisation for Economic Cooperation and Development
P	
PTA	Preferential Trade Agreement
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal Analysis
R	
RISDP	Regional Indicative Strategic Development Plan
S	
SACU	Southern African Customs Union
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, and Threats
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
US	United States