

DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

Strategic Plan

2025–2030



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





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*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

I hereby present the Strategic Plan for the Department of International Relations and Cooperation (DIRCO) for the term 2025–2030. The 2025–2030 Strategic Plan builds on the outcomes that were identified in the 2019–2025 Strategic Plan and the National Development Plan (NDP) Vision 2030. The development of this strategic plan stems from a wide range of consultative processes and collaboration with key internal and external stakeholders. The plan represents a shared vision and aspirations that guide our response and engagement with our strategic partners and global institutions.

The underlying objective of this strategic plan is predicated on positioning South Africa as a dependable ally and guiding our resolve in advancing a comprehensive and consistent articulation of our foreign policy positions in an ever-evolving global environment. Our commitment to fostering strong international partnerships remains unwavering. The department continues to champion diplomatic engagements that align with our national development priorities and contribute to domestic, regional, continental, and global stability.

The Medium-Term Development Plan (MTDP), 2025–2029 as adopted by the Government of National Unity (GNU) serves as a focal strategic framework that guides our diplomatic engagements. The MTDP aligns with our NDP 2030 which prioritises sustainable economic growth, social transformation, and peacebuilding as its core priority objectives.

The plan commits us to continuously utilise foreign policy as a strategic tool to contribute towards ongoing efforts by government to address structural economic constraints, unemployment, inequality. We also acknowledge that the aftershocks of the COVID-19 pandemic, climate-related disruptions, and shifting economic dynamics require adaptive and innovative policy responses. Therefore, our strategic diagnostic interventions, outlined in this plan, are predicated on accelerating inclusive economic participation, enhancing the doctrine of good governance, and strengthening social cohesion.

We remain committed to a conviction of utilising strategic bilateral and multilateral relations as deliberate diplomatic tools to deepen strategic partnerships that place our national interests at the apex of this strategic plan and promote a global order that is grounded in a rules-based multilateral system, mutual respect, a collaborative approach to addressing nations' challenges, and sustainable development.

Our commitment to strengthening partnerships with our neighbours and continental institutions is central to our vision, and as such, we remain committed to advancing regional integration, trade facilitation, and peace-building efforts under the framework of the African Union's (AU) Agenda 2063. We also appreciate ongoing continental efforts deployed to give traction to the operationalisation of the African Continental Free Trade Area (AfCFTA).

We are mindful of the benefits attached to the AfCFTA, which offers crucial opportunities for South Africa and the continent to expand our role in continental trade. The benefits attached to AfCFTA are geared towards reducing tariffs, disrupting supply chain bottlenecks, working with partner nations to simplify cross-border trade and business operations, and promoting South African businesses in key sectors such as manufacturing, agriculture, transport, energy, and digital infrastructure across Africa through partnerships with other nations.

The architecture of our diplomatic engagements at continental and global levels is premised on the fundamental principles of peaceful resolution of conflicts, attainment of security, economic integration, and sustainable development. Africa's peace and security remain central to our diplomatic agenda. We actively support conflict resolution initiatives, peacekeeping missions, and mediation efforts to promote stability across the continent. We continue to champion Africa's peace and security agenda by working collaboratively with other African nations through the AU to advance the African Peace and Security Architecture (APSA) and regional mechanisms to promote stability and conflict resolution.

Furthermore, we reaffirm our commitment to Pan-Africanism and the strengthening of continental governance institutions, including the Pan-African Parliament (PAP), to ensure that Africa's collective voice is heard and respected in global governance structures. Through these commitments, we will continue to pursue a foreign policy that is dynamic, responsive, and rooted in Africa's shared vision for peace, prosperity, and sustainable development.

As the only African country in the Group of Twenty (G20), South Africa plays a critical role in representing not only its own economic priorities but also those of the African continent. The G20 provides South Africa with a strategic advantage to advocate for increased investments, fairer trade policies, and better financial support for developing nations. South Africa places Africa's pressing issues, such as poverty reduction, infrastructure development, and climate change, at the centre of global discussions. This leadership role strengthens South Africa's diplomatic influence while ensuring that the continent's voice is heard on a global scale.

Additionally, South Africa's role within the G20 provides a strategic advantage to advocate for debt relief programmes and more favourable loan terms for developing countries and alleviate the financial burdens faced by many African economies. The strategic advantage of the G20 is predicated on strengthening the continent's participation in global governance and fostering greater cooperation between Africa

and the world's leading economies. This not only elevates South Africa's global standing but also contributes to building a more inclusive and equitable world order. Furthermore, South Africa will continue to support the call for the transformation of the global system of governance, including the reform of the United Nations (UN) Security Council, which is in alignment with the advancement of South Africa's foreign policy objectives for a better Africa and a better world.

The strengthening of bilateral relations continues to occupy a place of pride in the execution of our diplomatic discourse. Our approach is grounded in the belief that by strengthening political, economic, and cultural ties with our strategic partners, we shall essentially strive to build a future of shared growth and stability.

As we navigate an evolving global landscape, our commitment to international cooperation remains steadfast. Through a foreign policy that is proactive, people-centred, and results-driven, we reaffirm our role in shaping a more just, secure, and prosperous world for all.

South Africa has historically been a vocal supporter of Palestinian self-determination and has consistently advocated for a two-state solution based on the 1967 borders, with East Jerusalem as the capital of Palestine. This position aligns with international consensus and UN resolutions.

South Africa will continue to utilise various international forums to condemn actions that seek to undermine the peace process, including the expansion of Israeli settlements in the occupied Palestinian territories. The South African government emphasises the importance of negotiations and adherence to international law to achieve a just and lasting peace in the region.

We acknowledge that persistent geopolitical shifts, volatility of financial markets, and climate change continue to shape our foreign policy and economic outlook. As a responsible global actor, South Africa upholds its commitment to rules-based multilateral cooperation that is underpinned by a common vision of a shared global peace and prosperity. By aligning our national priorities with international best practices and agreements, we strive to position our country as a resilient and forward-looking economy.

To this end, this strategic plan outlines our strategic priorities and targets for the next five years' planning cycle. The plan serves as a testament to our unwavering commitment and dedication to our department's commitment to transparency,

accountability, answerability and attainment and sustenance of measurable progress towards contributing to efforts of building a better South Africa, Africa, and the world.

We acknowledge that while we continue to resolve challenges that stand in the way of sustainable domestic, regional, continental and global peace and prosperity,

our collective resolve, guided by this strategic plan, will drive us towards a more prosperous and inclusive future.

A handwritten signature in black ink, consisting of a large, stylized 'R' followed by a series of loops and a final horizontal stroke.

Ronald Lamola

Minister of International Relations and Cooperation

31 March 2025





Zane Dangor
Accounting Authority

ACCOUNTING OFFICER STATEMENT

The Department of International Relations and Cooperation (DIRCO) continues to execute its responsibilities of the formulation, promotion, and execution of South Africa's foreign policy. To this end the department utilises its capabilities and resources—domestically and internationally—to position South Africa among global contributors in the efforts to create a peaceful, equitable, and just world order. Consequently, the department ensures that the country's diplomatic footprint, in both bilateral and multilateral contexts, is geared towards promoting and defending the country's sovereignty, as well as promoting the values of human dignity, human rights, democracy, non-sexism, non-racialism, and the rule of law.

The African continent continues to be the primary focus in South Africa's foreign policy engagements. This calls for the country to play an active role in supporting and participating in various institution-building, thus executing the mandate of the African Union (AU), including its various organs. Moreover, South Africa serves among the forerunners in the call for the democratisation of the global system of governance, including the call for the expansion of the United Nations (UN) Security Council to include African representation in its category of permanent membership.

A strong and well-resourced AU is important to ensuring the realisation of the "Africa We Want" and to advancing the continental interests within the global system of governance, including the promotion and practical realisation of the continental development agenda as espoused through the Agenda 2063. Additionally, South Africa continues to support the implementation of the Africa Continental Free Trade Area (AfCFTA) Agreement as a pivotal pillar towards the implementation of the aspirations of the Agenda 2063.

The regional economic communities (RECs) continue to serve as pivotal building blocks towards the realisation of the complete continental economic integration. Equally, the Southern African Development Community (SADC) remains the principal region wherein South Africa plays a meaningful role as part of contributing to the broader continental development agenda. South Africa continues to play an active role in the efforts to maintain peace and development in the sub-region.

Moreover, South Africa supports the implementation of trade and investment efforts, including other forms of interactions, aimed at enhancing practical realisation of the objectives of the AfCFTA.

South Africa, drawing from its own history, perceives the persistence of intra- and inter-state conflict as principal deterrents to the creation of peace, security and development at national, regional and global levels. The respect for human rights, the sovereignty of states, and adherence to constitutionalism, rule of law and peaceful resolution of conflicts remain crucial to the creation of socio-economic and political environments suitable for sustainable human development.

South Africa will continue to play a meaningful role in the promotion of dialogue as a relevant tool to resolve conflicts in various parts of the world, taking into consideration that the African continent remains highly affected by the prevalence of militarised conflicts and political instability. On this score, South Africa formed part of the African Peace Initiative aimed at facilitating dialogue in the Russia-Ukraine conflict and will further support the call for a two-state solution as relevant to resolve the Israel-Palestine conflict, including the question of Western Sahara.

During the period 2020–2025, South Africa remained active on key issues of global importance, including in matters affecting human rights violations conducted in the context of the Israel-Palestine conflict. The country served in the Human Rights Council (HRC) and the African Union Peace and Security Council (AUPSC) in 2023-2025 and 2023-2024, respectively.

South Africa, through South-South Cooperation, will endeavour to maximise economic cooperation with the countries of the South, including cooperating in advancing common positions on key social, political, and economic interests of the developing countries. Furthermore, South Africa will advance its National Interest and foreign policy priorities through its membership in intergovernmental structures such as Brazil, Russia, India, China, and South Africa Plus (BRICS+); the Indian Ocean Rim Association (IORA); India, Brazil, South Africa (IBSA); and the African Caribbean and Pacific (ACP) group of States.

South Africa maintains that North-South cooperation serves as an important instrument to address various global challenges. In this regard developed countries will be expected to play a meaningful role in availing the necessary resources to address development challenges facing developing countries. South Africa has assumed the presidency of the G20 for the period 2025–2026. It intends to use its presidency to advocate for increased support for the development efforts of the developing countries. South Africa's G20 presidency theme is, *Solidarity, Equality, Sustainability*:

- Solidarity signifies a unified effort and mutual support among member nations.
- Equality refers to ensuring fair treatment, opportunities, and advancement for all individuals and nations, irrespective of their economic status, gender, race, geographic location, or other characteristics.
- Sustainability is about meeting the needs of the present without compromising the ability of future generations to meet their own needs.

As a department, we acknowledge the commitments towards the attainment of the Sustainable Development Goals (SDGs) of the 2030 Agenda. However, the slow progress being made in the achievement of these goals is noted with concern. To this end, in support of South Africa's presidency in the G20, South Africa remains committed to ensuring accelerated efforts and reaffirming its commitment to the SDGs implementation of the goals.

Economic diplomacy continues to be used to create opportunities for facilitating inward and outward investment opportunities needed to grow the country's economy. Moreover, South Africa will use the structured bilateral mechanisms to enhance bilateral relations with various countries around the world to forge more cooperation in various areas of importance to advance the country's national interest, including facilitating trade and investment opportunities required to address the socio-economic challenges facing the country.

The 2025–2030 Strategic Plan serves as a blueprint for the execution of the country's foreign policy priorities under the Seventh Administration. Moreover, the foreign policy priorities are guided by the Constitution and other relevant policy documents, including the National Development Plan (NDP): Vision 2030, the *White Paper on South Africa's Foreign Policy*, the Foreign Service Act (2019), the Ubuntu foreign policy and the National Interest document.

DIRCO remains committed to its constitutional mandate and implementation of the country's foreign policy engagements aimed at creating a better South Africa, in a better Africa and better world. The DIRCO Strategic Plan 2025–2030 and Annual Performance Plan 2025–2026, in the execution of the country's international obligations, are further geared

towards the achievement of national development objectives, as well as Priority 1 and Priority 3 of the Medium-Term Development Plan (MTDP), as follows:

- Priority 1: Inclusive growth and job creation
- Priority 3: Build a capable, ethical and developmental state.



Zane Dangor
Accounting Authority
Director-General
31 March 2025



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of International Relations and Cooperation (DIRCO) under the guidance of Minister Lamola
- takes into account all the relevant policies, legislation and other mandates for which DIRCO is responsible
- accurately reflects the impact, outcomes and outputs which the DIRCO will endeavour to achieve over the period 2025–2030.

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. CONSTITUTIONAL MANDATE

- 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.
- 1.2 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.
- 1.3 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.

2. LEGISLATIVE AND POLICY MANDATES

2.1 Legislative mandates

- 2.1.1 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.
- 2.1.2 The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001): The Act provides for the immunities and privileges of diplomatic missions and consular posts and their members, of heads of states, special envoys and certain representatives of the United Nations and its specialised agencies, and other international organisations and of certain other persons. Provision is also made for immunities and privileges pertaining to international conferences and meetings. It enacts into law certain conventions and provides for matters connected therewith.
- 2.1.3 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.
- 2.1.4 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.
- 2.1.5 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.

2.2 Policy mandates

- 2.2.1 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.
- 2.2.2 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.
- 2.2.3 The *National Information Security Policy*, approved by Cabinet in 1996, provides the minimum standards for security.
- 2.2.4 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.
- 2.2.5 Foreign Service Dispensation (FSD) is implemented in terms of the provisions of Section 3(3)(c) of the Public Service Act, 1994 (Act 103 of 1994), as amended, and is applicable to designated employees who serve in a foreign country at a South African mission abroad and fall within the scope of the Public Service Coordinating Bargaining Council (PSCBC). The FSD consists mainly of two measures, namely remunerative measures (South Africa) and compensatory measures and other foreign-service benefits at the missions.
- 2.2.6 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.
- 2.2.7 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.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

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, as well as 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:

3.1 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)

3.2 Contribution to the Medium-Term Development Plan

The MTDP will continue to align with the goals and objectives of the NDP and the 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

4. 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

5. VISION

The Department of International Relations and Cooperation's (DIRCO) vision is 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.

6. MISSION

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

7. VALUES

DIRCO adheres to the following values:

- a) Patriotism;
- b) Loyalty;
- c) Dedication;
- d) Ubuntu;
- e) Batho Pele;
- f) Constitutional Values (Chapter 10).

8. 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.

8.1 External Environment Analysis

8.1.1. 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.

8.1.2. 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-Israel 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. South Africa continues to emphasise the need for peaceful resolution of the Palestine-Israeli conflict with emphasis on adherence to the two-state solution.

8.1.3. 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". The African solutions to African problems 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 United Nations (UN). Cooperation and collaboration between the two institutions is 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).

8.1.4. 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 unlocking 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 the 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, the Southern African Development Community (SADC), and the Southern African Customs Union (SACU).

8.1.5. 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.

8.2 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 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.

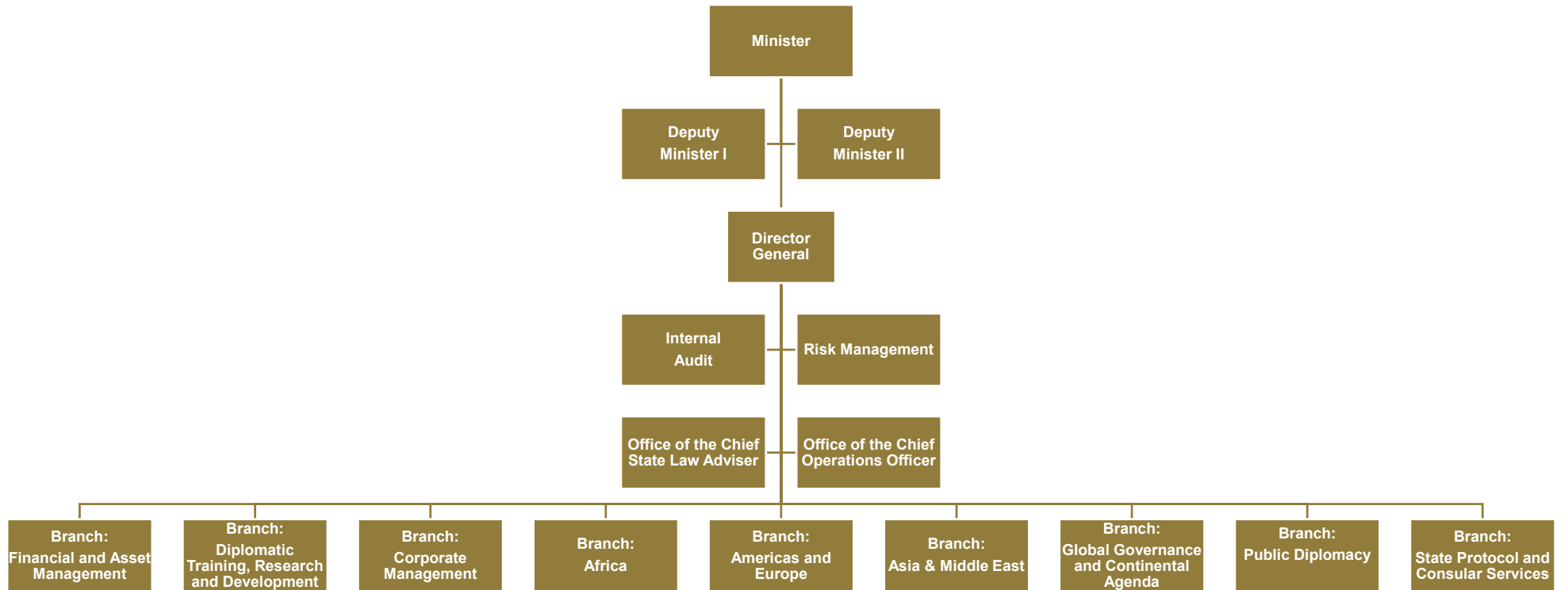
The financial constraints further exacerbate challenges in the implementation of the Digital Strategy 2020–2025. Although some progress has been made specifically on upgrading tools of trade such as laptops, desktops, and infrastructure modernisation, the department will further automate identified business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

The department will continue its efforts to refurbish 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 to avert costs related to the maintenance and management of state-owned 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, can facilitate incoming and outgoing high-level visits and offer support to South African citizens abroad.

DIRCO ORGANISATIONAL STRUCTURE



Part C: Measuring Our Performance

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

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"> 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
<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

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"> 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

9. INSTITUTIONAL PERFORMANCE INFORMATION

9.1 Measuring the Impact

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
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9.2 Measuring Outcomes

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
1. A modern, effective department with capable and skilled employees, that is committed to the excellent execution of South Africa's foreign policy	Number of digital enhancements of business capabilities	Provisioning of tools of trade and infrastructure modernisation.	12 business processes automated
2. Leveraged bilateral, political, economic, and social relations to achieve the objectives of the NDP and the MTDP priorities	Number of structured bilateral mechanisms, high-level and other engagements on political, economic, and social relations.	150 engagements on structured bilateral mechanisms and high-level visits	300 structured bilateral mechanisms, high-level, and other engagements on political, economic, and social relations
3. Strengthened Economic Diplomacy through tourism promotion, trade, and investment opportunities in support of the one-government investment approach	Number of economic diplomacy engagements and initiatives to promote tourism, trade, and investment	New Indicator	300 economic diplomacy engagements and initiatives to promote tourism, trade, and investment
	Number of engagements to facilitate financing opportunities for South African Development Finance Institutions (DFIs)	New Indicator	100 engagements to facilitate financing opportunities for South African Development Finance Institutions (DFIs)
4. Increased regional integration	Number of SADC and SACU meetings coordinated in support of the Regional Integration Agenda	53 statutory, sectoral and senior officials' meetings per annum	50 SADC statutory, sectoral senior officials' meetings
		30 SACU statutory meetings per annum	30 SACU statutory meetings per annum

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
5. South Africa's National Interest and values in all international engagements advanced	Number of engagements to advance and promote peace and stability, socio-economic development, good governance, democracy, and regional integration on the continent	New Indicator	25 Engagements to advance and promote peace and stability, socio-economic development, good governance, democracy, and regional integration on the continent
	Number of summits and high-level meetings within the UN system and international organisations to influence and leverage support to achieve the objectives of the NDP	Six summits and high-level meetings of the UN system and international organisations to influence and leverage to achieve the objectives of the NDP (UNGA, BRICS and G20)	15 Summits and high-level meetings within the UN system and international organisations to influence and leverage support to achieve the objectives of the NDP
6. Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities	Number of platforms utilised to communicate South Africa's foreign policy objectives and priorities to domestic and foreign audiences through Public Diplomacy (PD)	Three PD platforms	South Africa's foreign policy objectives and priorities communicated to domestic and foreign audiences through three PD platforms. 400 key messages 60 PPP's 60 opinion pieces
7. Multilateralism strengthened through membership fees	Payment of membership fees and contributions to multilateral bodies	-	Membership fees paid

9.3 Explanation of planned performance over the Five-Year Planning Period

The South African policy perspective is guided by the commitment to create a better South Africa in a better Africa and a better world that is inspired by key national policy documents, including the National Interest, NDP, and MTDP. All these are aimed at directing available resources in international engagements to ensure the advancement of the three strategic priorities of the GNU. These strategic priorities are:

- **Strategic Priority 1:** Drive inclusive growth and job creation
- **Strategic Priority 2:** Reduce poverty and tackle the high cost of living
- **Strategic Priority 3:** A capable, ethical and developmental state

Drawing from the above strategic priorities, DIRCO will execute its mandate to contribute to the achievement of a developmental state through a “whole-of-government approach”. The whole-of-government approach will ensure intergovernmental coordination and partnership in addressing the triple challenge of unemployment, poverty and inequality. DIRCO's focus will be premised on contributing towards strategic priorities 1 and 3.

a) The contribution of outcomes towards the achievement of the NDP, MTDP, and the mandate of DIRCO

DIRCO will contribute towards the achievement of its mandate, the NDP, and MTDP strategic priorities by focusing on the following outcomes:

Outcome 1: A modern, effective department with capable and skilled employees, that is committed to the excellent execution of South Africa's foreign policy

Outcome 1 is grounded in ensuring that the available resources and departmental capabilities are directed towards the articulation of the country's foreign policy in an efficient and professional manner. This will be delivered by adopting proper governance structures and systems that are based on ensuring the department's contribution to effective and sound management of DIRCO's resources. In so doing, the department will be well placed in delivering its mandate as part of contributing towards meeting the strategic priorities of the seventh administration.

Outcome 2: Leveraged bilateral, political, economic, and social relations to achieve the objectives of the NDP and the MTDP priorities

Outcome 2 ensures that bilateral engagements are geared towards bringing tangible results that contribute to economic growth and addressing the existing socio-economic challenges facing the country. Bilateral cooperation efforts will be geared towards advancing the country's National Interest and safeguarding its constitutional principles.

Outcome 3: Strengthened Economic Diplomacy through tourism promotion, trade, and investment opportunities in support of the one-government investment approach

Outcome 3 is geared towards the use of economic diplomacy as an enabler of increased tourism, trade, and investment as the main objective. The economic diplomacy architecture will be central in driving inbound and outbound tourism, trade, and investment opportunities, which are necessary to create a predictable condition for the achievement of the priorities of the seventh administration.

Outcome 4: Increased Regional Integration

Outcome 4 ensures that DIRCO, as the key custodian of South Africa's foreign policy, is mandated to coordinate all departments that participate in SADC programmes and activities as contained in the RISDP and other blueprints are informed of such meetings; that their inputs are coordinated through interdepartmental meetings; and that they are guided on issues requiring the interpretation and implementation of South Africa's foreign policy and National Interest.

Outcome 5: South Africa's National Interest and values in all international engagements are advanced

Outcome 5 is predicated on using South Africa's diplomatic engagements within the global system of governance to advance the economic agenda to its benefit. This is inclusive of contributions to the development agenda of the South. In this context, the developmental agenda of institutions of the South, such as the AU, IBSA, and BRICS+ will be well-positioned to influence the global development agenda.

Outcome 6: Domestic and foreign audiences informed on South Africa's foreign policy objectives and priorities

Outcome 6 advocates for a principled and people-centred foreign policy for consumption by both local and international audiences. Principled and people-centred foreign policy will be necessary to allow South Africa to use its soft power to advance the country's National Interest.

Outcome 7: Multilateralism strengthened through membership fees

The main purpose of outcome 7 is to maintain sustainable membership contribution in key multilateral bodies. Membership contribution bodies enhance South Africa's chances of filling its quotas in critical positions through strategic deployment to various multilateral bodies.

b) The rationale for the choice of the outcome indicators relevant to the respective outcomes

Outcomes 2, 3, and 5 are linked to strategic priority 1: drive inclusive growth and job creation. These outcomes are important as they are tied to the efforts aimed at creating an enabling environment for economic growth that will lead to the eradication of unemployment, poverty, and inequality.

Outcomes 1, 4, 6, and 7 on the other hand, are critical components of strategic priority 3: a capable, ethical and developmental state. The envisaged capable, ethical and developmental state is aimed at upholding professionalism and a merit-based and corruption-free developmental state as critical components of achieving the objectives of the NDP and strategic priorities of the MTDP.

c) Explanation of enablers to achieve the five-year targets

The execution of foreign policy is enabled by the existence of reasonable human and financial resources, as well as modern digital infrastructure. In addition, mitigation measures are in place to address possible budgetary inadequacies that might hinder the attainment of set targets. Moreover, there are adequate systems of effective internal controls to provide reasonable assurance necessary to contribute to the achievement of the five-year target. These controls, as applicable in all government departments, include effective management practices, business processes, monitoring and evaluation standard operating procedures, policies, and governance structures to support the organisational strategy. The department also boosts the state of infrastructure, including the digital ecosystem that supplements the existing human resources.

d) Explanation of the outcomes' contribution to the achievement of the impact.

The outcomes of DIRCO will be inspired by the department's impact statement that puts emphasis on contributing to a 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. The outcomes will therefore be based on ensuring that South Africa uses its history, including the transition to democracy, to influence the nature and content of global debates and systems of governance. The lessons drawn from the country's history and success as a developmental state remain central in addressing the country's national priorities, the African agenda, and the global system of governance.

10. 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
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

11. PUBLIC ENTITIES

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

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

INDICATOR TITLE	Number of digital enhancements of business capabilities
DEFINITION	Use of digital technologies to improve, streamline, or transform business operations, services, and strategies. This involves integrating tools like automation, data analytics, cloud computing, artificial intelligence, and digital platforms to increase efficiency, agility, customer experience, and overall organisational performance
SOURCE OF DATA	Departmental Annual Reports
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	Reviewed and approved digital strategy Available budget
DISAGGREGATION OF BENEFICIARIES	Not applicable
SPATIAL TRANSFORMATION	Not applicable
DESIRED PERFORMANCE	Fully digitised business processes that support the departmental outcomes
INDICATOR RESPONSIBILITY	Deputy Director-General: Corporate Management

INDICATOR TITLE	Number of structured bilateral mechanisms, high-level, and other engagements on political, economic, and social relations
DEFINITION	<p>Tracks the structured bilateral mechanisms, high-level, and other 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 in Africa. The structured bilateral mechanisms are chaired at the levels of President, Deputy President, DIRCO Minister, Deputy Ministers, Director-General, or Deputy Director-Generals.</p> <p>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-Generals).</p>
SOURCE OF DATA	Departmental Annual Reports
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	South Africa holds structured engagements to enhance its relations with various countries.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Structured engagements contribute to advancing the country's National Interest, including the MTDP priorities.
INDICATOR RESPONSIBILITY	Deputy Directors-General Bilateral branches

INDICATOR TITLE	Number of Economic Diplomacy engagements and initiatives to promote tourism, trade, and investment
DEFINITION	Tracks the number of engagements to promote tourism, trade, and investment. 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).
SOURCE OF DATA	Departmental Annual Reports
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	South Africa uses economic diplomacy engagements to promote tourism, trade, and investment.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Increased tourism, trade and investment towards inclusive growth and job creation in the country
INDICATOR RESPONSIBILITY	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 of an African country.
SOURCE OF DATA	Departmental Annual Reports
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	<ul style="list-style-type: none"> • 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
DESIRED PERFORMANCE	All relevant stakeholders work collaboratively in pursuance of identified opportunities
INDICATOR RESPONSIBILITY	Deputy Directors-General: Bilateral branches

INDICATOR TITLE	Number of SADC and SACU meetings coordinated in support of the regional integration agenda
DEFINITION	<p>Tracks the processes that DIRCO employs to enhance participation of sector departments in SADC programmes</p> <p>DIRCO ensures that all departments that participate in SADC programmes and activities as contained in the Regional Indicative Strategic Development Plan (RISDP) and other blueprints are notified of such meetings; that their inputs are coordinated through inter-departmental meetings; that they are guided on issues requiring the interpretation and implementation of South Africa's foreign policy and National Interest; and that they are urged to fully participate in such meetings or processes and share reports with DIRCO</p>
SOURCE OF DATA	Departmental Annual Reports
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	DIRCO, as South Africa's SADC National Contact Point, is kept abreast by the SADC Secretariat of plans to convene SADC meetings and that partner departments have adequate capacity to participate in the relevant SADC meetings as required
DISAGGREGATION OF BENEFICIARIES	Not applicable
SPATIAL TRANSFORMATION	Not applicable
DESIRED PERFORMANCE	Strengthened coordination and facilitation of South African participation in SADC programmes and processes
INDICATOR RESPONSIBILITY	Deputy Director-General: Africa

INDICATOR TITLE	Number of engagements to advance and promote peace and stability, socio-economic development, good governance, democracy, and regional integration on the continent
DEFINITION	<p>This indicator tracks the number of engagements to advance and promote peace and stability, socio-economic development, good governance, democracy, and regional integration on the continent.</p> <p>Engagement to promote peace and stability, and socio-economic development, as well as good governance and democracy on the continent refers to diplomatic activities, including meetings, high-level engagements and consultations, aimed at advancing socio-economic development, good governance and democracy in accordance with South Africa's National Interest and foreign policy objectives.</p>
SOURCE OF DATA	Departmental Annual Report
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	South Africa's foreign policy is well placed to influence the international agenda on advancing human development, good governance, and democracy
DISAGGREGATION OF BENEFICIARIES	Not applicable
SPATIAL TRANSFORMATION	Not applicable
DESIRED PERFORMANCE	South Africa's influence on international decision-making processes on human development, good governance, and democracy.
INDICATOR RESPONSIBILITY	Deputy Director-General: Global Governance and Continental Agenda

INDICATOR TITLE	Number of summits and high-level meetings within the UN system and international organisations to influence and leverage support to achieve the objectives of the NDP
DEFINITION	<p>The indicator tracks the number of summits and high-level meetings within the UN system and international organisations to influence and leverage support to achieve the objectives of the NDP.</p> <p>South Africa's involvement in the engagement of the multilateral processes and meetings is to advocate for a rules-based global system, which is equitable.</p>
SOURCE OF DATA	Departmental Annual Reports
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	<ul style="list-style-type: none"> Interdepartmental engagements to agree on South Africa's position Approval of South Africa's position prior to participation in international fora
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Not applicable
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Not applicable
DESIRED PERFORMANCE	Influence and articulate South Africa's position in the multilateral fora
INDICATOR RESPONSIBILITY	Deputy Director-General: Global Governance and Continental Agenda

INDICATOR TITLE	Number of platforms utilised to communicate South Africa's foreign policy objectives and priorities to domestic and foreign audiences through Public Diplomacy (PD).
DEFINITION	<p>The indicator tracks South Africa's foreign policy objectives and priorities communicated to domestic and foreign audiences through PD platforms.</p> <p>PD platforms refer to various forms of communication, including outreach events, media statements, opinion pieces, external publications, and electronic newsletters used to convey South Africa's foreign policy objectives and priorities to domestic and foreign audiences. These forms of communication are based on, but not limited to, the National Interest Document, the NDP, the Ubuntu White Paper, and the Foreign Service Act.</p>
SOURCE OF DATA	Departmental Annual Report
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	Existing domestic and international audiences
DISAGGREGATION OF BENEFICIARIES	Not applicable
SPATIAL TRANSFORMATION	Not applicable
DESIRED PERFORMANCE	More domestic and foreign audiences reached through PD platforms.
INDICATOR RESPONSIBILITY	Deputy Director-General: Public Diplomacy

INDICATOR TITLE	Payment of membership fees and contributions to multilateral bodies
DEFINITION	<p>The indicator tracks the membership fees and contributions paid by the department to multilateral bodies. 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. • It should be noted that the payment depends on the assessment letters received from the international organisations.
SOURCE OF DATA	Departmental Annual Report
METHOD OF CALCULATION/ASSESSMENT	Quantitative
ASSUMPTIONS	Availability of budget
DISAGGREGATION OF BENEFICIARIES	Not applicable
SPATIAL TRANSFORMATION	Not applicable
DESIRED PERFORMANCE	All payments made within the period due
INDICATOR RESPONSIBILITY	Chief Financial Officer

LIST OF ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AI	Artificial Intelligence
ARF	African Renaissance and International Cooperation Fund
AU	African Union
AUPSC	AU Peace and Security Council
BRICS	Brazil, Russia, India, China, and South Africa
DFIs	Development Finance Institutions
DIRCO	Department of International Relations and Cooperation
DPME	Department of Planning, Monitoring and Evaluation
DRC	Democratic Republic of the Congo
FSD	Foreign Service Dispensation
4IR	Fourth Industrial Revolution
GNU	Government of National Unity
IBSA	India, Brazil, and South Africa
IMF	International Monetary Fund
IORA	Indian Ocean Rim Association
ISO	International Organisation for Standardisation
MoU	Memorandum of Understanding
MTDP	Medium Term Development Plan
NAM	Non-Aligned Movement
NDP	National Development Plan
NEPAD	New Partnership for Africa's Development
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal Analysis
PSCBC	Public Service Coordinating Bargaining Council
SACOIR	The South African Council on International Relations
SADC	Southern African Development Community
SACU	Southern African Custom Union
SoI	Statement of Intent
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UN	United Nations
UNGA	United Nations General Assembly
UNSC	United Nations Security Council
US	United States
WB	World Bank
WTO	World Trade Organisation