



international relations
& cooperation

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA

STRATEGIC PLAN
2015 – 2020

Message from the Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane



Minister Maite Nkoana-Mashabane
Department of International Relations and Cooperation

South Africa, through the Department of International Relations and Cooperation (DIRCO), remains committed to build on the progress achieved in the first 20 years of democracy, while recognising that more needs to be done, particularly through implementing the National Development Plan (NDP). We remain aware that foreign policy is conducted against the background of a dynamic domestic, regional and global political and economic environment.

The current global environment is characterised by shifts in political, economic, social and cultural dynamics that impact on all parts of the world and include the realignment of new economic powers. The role of new media and social networks, innovation, climate change, heightened demand for scarce resources and the changing nature of conflict and insecurity have changed the way diplomacy is conducted. Therefore, in order for South Africa to be effective in meeting its challenges, it must shape its domestic and foreign policies to respond and adapt to global trends that are influencing the international system and therefore impacting on its national interest.

South Africa must therefore, align itself favourably with these changes to be in a better position to benefit meaningfully in pursuance of its domestic interests.

International relations

These new powers challenge the established political order and place pressure on international organisations to reflect new political realities or risk irrelevance. The process of globalisation has had major implications for cultures. A proliferation of values and interests provides alternative opportunities for collaboration as well as competition alongside traditional alliances. Alternative norms, and economic and development models compete for global acceptance with the post-World War II neo-liberal paradigm. However, vested power interests are opposed to the diminution of their power or perceived threats to their norms and interests.

We will continue to strengthen our political and economic relations with the aim of enhancing bilateral political and economic engagements by forging partnerships in the various regions of the world. Economic and political relations remain important vehicles for cooperation and promoting South Africa's national priorities. The national priorities of governments as well as the needs of Africa (such as the New Partnership for Africa's Development [NEPAD]) as espoused

in the NDP are also pursued in bilateral relations. Focus is also placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential and opportunities.

International cooperation

Africa continues to drive the vision of South Africa's foreign policy and we will continue to support regional and continental processes to respond to and resolve crises, strengthen regional integration, significantly increase intra-African trade and champion sustainable development and opportunities in Africa. South Africa will align its foreign policy engagement with Africa's Agenda 2063 to contribute to the socio-economic development of the African continent. The struggle for a better life in South Africa is intertwined with our pursuit of a better Africa in a better world. Our government will continue to play a leading role in conflict prevention, peacekeeping, peacebuilding and post-conflict reconstruction.

The strengthening of the African Union (AU) and its structures is a strategic priority in deepening the continental integration process. In addition, the role of regional economic communities as building blocks in the integration process should continue to be strengthened. South Africa will continue with efforts aimed at revitalising NEPAD as a strategy for economic development on the African continent, together with ongoing support for the African Peer Review Mechanism, which is important to assist the continent to consolidate democracy and meet universally-accepted standards of participatory democracy.

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

Closer to home, the integration of the Southern African Development Community (SADC) remains critical for the economic development of the region and for South Africa's global competitiveness. South Africa will support the implementation of the Regional Indicative Strategic Development Plan to enhance the socio-



Deputy Minister Nomaindiya Mfeketo
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economic development of the region. For building greater productive and export capacity and global competitiveness across the region, it is necessary to advance a developmental integration agenda in southern Africa, combining trade integration, infrastructure development and sector policy coordination. It is essential to strengthen political cohesion within SADC, through the alignment of interlinking and interconnected regional peace and security objectives, as well as ensuring political stability and economic viability through strengthening governance and institutional capacity within SADC.

Our government remains fully focused in pursuit of an equitable and just system of global governance. South Africa is committed to multilateralism and a rules-based international order and will continue to participate and play an active role in all fora of the United Nations (UN) and its specialised agencies, funds and programmes, promoting the pillars of multilateral activity, namely global security, sustainable development, human rights and international law. South Africa thus supports all initiatives aimed at strengthening the UN system and its central role in multilateralism and is also supportive of ongoing efforts to improve the effectiveness and accountability of the secretariats of these organisations.

We are resolute in our belief that the UN remains the most important vehicle for the advancement of the global development agenda and to address underdevelopment and the eradication of poverty. To this end, South Africa still upholds the belief that the resolution of international conflicts should be peaceful and in accordance with the centrality of the UN Charter and the principles of



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international law. Our foreign policy recognises that to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity.

The forging of partnerships with countries of the South are critical to advancing not only South Africa's own development needs and also alleviating domestic challenges, but also the African Agenda and to create political, economic and social convergence for the fight against poverty, underdevelopment and the marginalisation of the South. South Africa will promote the strengthening of South-South cooperation and support the Agenda of the South in all relevant fora.

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

New technological advances have influenced how the world conducts business today; and these may impact on how a country is perceived if not managed correctly. Today, countries are marketed brands and are appraised by how they fare in comparison with other competing countries. South Africa will therefore continue to unleash its public diplomacy capabilities to drive and influence discussions on our foreign policy and most importantly to build a positive image of South Africa. The advent of new media provides us with possibilities unimaginable a decade ago.



**international relations
& cooperation**

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

Foreword

I am honoured to present the Strategic Plan 2015 – 2020 of the Department of International Relations and Cooperation (DIRCO). The Strategic Plan is informed by the National Development Plan (NDP) and serves as a blueprint of where South Africa wishes to be in 2030. The key elements of the NDP are detailed in the 2014 – 2019 Medium Term Strategic Framework (MTSF), which expresses the current Administration's areas of focus for intervention and policy implementation over the medium term.

Flowing from the 14 Strategic Outcomes, DIRCO is required to deliver on Outcome 11 which focuses on international relations and is titled: "Creating a Better South Africa and Contributing to a Better and Safer Africa in a Better World".

The department, as the custodian of South Africa's foreign policy, operates within an ever-changing international environment which presents multifaceted challenges due to its complexities. The Strategic Plan 2015 – 2020 was developed taking into account the rapid changes in the international environment and includes identified risks as well as mitigation strategies.

The need to link the mandate of DIRCO with the organisational structure of the department required structural realignment. The purpose of the realignment is not only to ensure value for money as far as the deployment of resources is concerned, but also to enhance the realisation of the department's strategic objectives. It should be underscored that tight fiscal conditions and increased delivery expectations, coupled with the unpredictable environment in which DIRCO operates, makes forward planning a formidable challenge. Consequently, the successful pursuit of the department's strategic objectives necessitates the effective and efficient utilisation of all its resources.

The NDP emphasises the acceleration of trade and investment activities which requires the department to fast track training in economic diplomacy. Training in economic diplomacy has been incorporated in the diplomatic training programmes undertaken for the preparation of officials for diplomatic postings abroad.

South Africa is committed to the creation of a peaceful, stable and prosperous continent as outlined in Agenda 2063. It recognises that prosperity can only be realised under conditions of peace and stability. In this regard, the country will honour its commitment to support the operationalisation of the African Capacity for Immediate Response to Crisis and its Rapid Deployment Capability.

On the development front, South Africa will continue to support the implementation of the New Partnership for Africa's Development priority projects, in particular infrastructure development. In this regard, the Presidential Infrastructure Championing Initiative is a concerted effort to improve continental economic interconnectivity and build momentum towards the realisation of the African Union's (AU) integration objective.

Engagement with countries of the South will be intensified through participation in the Non-Aligned Movement; Group of 77; Brazil, Russia, India, China and South Africa (BRICS); India-Africa Forum, Korea-Africa Forum and the Africa-Turkey Forum. The establishment of the BRICS New Development Bank will ensure the pooling of resources for development. Furthermore, South Africa will assume the chairship of the Indian Ocean Rim Association in 2017, which will be utilised to intensify the pursuit of economic cooperation among Indian Ocean countries.

The department will continue its engagements in multilateral fora such as the United Nations, AU, Southern African Development Community (SADC), Bretton Woods Institutions and Group of Twenty (G20) to promote inclusivity and overcome marginalisation. There has been an increased need to enhance cooperation with organisations of the South as a result of the global reconfiguration of centres of economic power and influence.

South Africa will endeavour to improve its relations with these new centres of power without neglecting its important relations with formations of the North, such as the Africa-Europe Strategic Partnership and the Tokyo International Conference on Africa's Development, among others.

In order to contribute to a better life for all South Africans, DIRCO pursues the following high-level objectives, namely:

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

The attainment of these objectives is supported by a fully capacitated, efficient, effective and professional department.

The professional services of the department which are rendered by State Protocol, Public Diplomacy, the Office of the Chief State Law Adviser and Consular Services remain indispensable in the pursuance of our foreign policy objectives and in providing quality services to the department's political principals and South Africans in general.



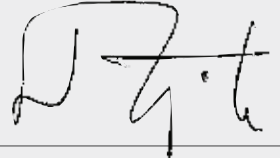

The professional functioning of the department would not have been possible without the political leadership and guidance from Minister Maite Nkoana-Mashabane and the two Deputy Ministers Nomaindiya Mfeketo and Luwellyn Landers. For this, we thank them most sincerely. Finally, as we table this Strategic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

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

Official sign-off

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of International Relations and Cooperation (DIRCO) under the guidance of the Minister
- takes into account all the relevant policies, legislation and other mandates for which DIRCO is responsible
- accurately reflects the strategic outcome-oriented goals and objectives which DIRCO will endeavour to achieve over the period 2015 – 2020.

Chief Financial Officer: Deputy Director-General: Mr C Ramashau	Signature: 
Official responsible for Planning: Acting Chief Director: Ms Delores Kotze	Signature: 
Accounting Officer: Director-General: Ambassador JM Matjila	Signature: 
Approved by: Executive Authority: Minister Maite Nkoana-Mashabane	Signature: 



Department of International Relations and Cooperation
STRATEGIC PLAN 2015 – 2020



TABLE OF CONTENTS

Part A: Strategic overview

- Vision
- Mission
- Values

- Legislative and other mandates
- Constitutional mandates
- Legislative mandates
- Policy mandates
- Relevant court rulings
- Planned policy initiatives

- Situational analysis
- Performance environment
- Organisational environment
- Description of the strategic planning process
- Strategic outcome-oriented goals of the institution

Part B: Strategic objectives

Programme 1: Administration

- Strategic objectives
- Resource consideration
- Risk management

Programme 2: International Relations

- Strategic objectives
- Resource consideration
- Risk management

Programme 3: International Cooperation

Strategic objectives

Resource consideration

Risk management

Programme 4: Public Diplomacy and State Protocol

Strategic objectives

Resource consideration

Risk management

Programme 5: International Transfers

Strategic objectives

Resource consideration

Risk management

Part C: Links to other plans

Links to the long-term infrastructure and other capital plans

Public entity reporting to the Minister**Public-private partnerships****Annexure****Glossary and acronyms**

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1. LIST OF ABBREVIATIONS/ACRONYMS

AGSA	Auditor-General of South Africa
AO	Accounting Officer
CFO	Chief Financial Officer
HOD	Head of Department
PFMA	Public Finance Management Act
TR	Treasury Regulations
MTEF	Medium Term Expenditure Framework
SCM	Supply Chain Management
EU	European Union
SDIP	Service Delivery Improvement Plan
SACOIR	South African Council on International Relations
FSD	Foreign Service Dispensation
PSCBC	Public Service Coordinating Bargaining Council
SADPA	South African Development Partnership Agency
PFD	Partnership Fund for Development

PART A

Strategic overview

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.

Mission

DIRCO is committed to promoting South Africa's national interests and values, the African Renaissance and the creation of a better world for all.

Values

DIRCO adheres to the following values:

- Patriotism
- Loyalty
- Dedication
- Ubuntu
- Equity
- Integrity
- Batho Pele.

Legislative and other mandates

Constitutional mandates

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

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

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

Legislative mandates

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

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

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

International agreements (multilateral and bilateral): These include international

agreements concluded by the Republic of South Africa in terms of sections 231(2) and 231(3) of the Constitution of the Republic of South Africa, 1996.

Policy mandates

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

The South African Council on International Relations (SACOIR), approved by Cabinet in 2011, provides a consultative platform for engagement of non-state actors in South Africa's international relations.

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

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

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

Relevant court rulings

Relevant court rulings: A current and relevant judgment was handed down by the Supreme Court of Appeal in *Government of the Republic of South Africa & Others v Von Abo 2011 (5) SA 262 (SCA)*, where the court was, among other things, called upon to consider whether South African citizens have the right to diplomatic protection. The Supreme Court of Appeal answered this question in the negative and determined that citizens merely had the right to request government to provide diplomatic protection and that government had an obligation to consider such a request. The court held as well that government

was required to act rationally and in good faith but that the failure to do so would not give rise to liability in damages resulting from the conduct of a foreign state.

Planned policy initiatives

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

The first of these relates to policy development in relation to outgoing development cooperation. On 2 December 2009, the South African Cabinet approved the proposal from DIRCO for the establishment of the South African Development Partnership Agency (SADPA), as the body to manage, coordinate and facilitate all South African official outgoing development cooperation programmes and projects. On 14 July 2013, the proclamation on the creation of the SADPA was gazetted. This process provided the legal authority for establishing the agency for the purpose of managing all South Africa's outgoing development cooperation and the Partnership Fund for Development (PFD). The PFD will replace the African Renaissance and International Cooperation Fund Act, 2001 as the mechanism for funding development-cooperation initiatives. The new Bill will enhance the utility of the fund and also improve substantially the governance of funding mechanisms. Furthermore, the department has completed a draft strategic framework and policy guideline for all outgoing development cooperation administered under the agency.

The second policy initiative is based on the recognition that the department conducts its affairs and operations in a global environment, with circumstances and conditions which are often vastly different and diverse from the policy context within South Africa that governs the Public Service. Hence, the department intends to table a Foreign Service Bill to cater for the unique work environment in which it operates, and which allows the department to fulfil its administrative and management responsibilities within the framework of South African legislation, but creates the necessary flexibility to address the challenges posed by it operating at a global level.

Situational analysis

DIRCO remains committed to build on the progress achieved in the first 20 years of democracy, while recognising that more needs to be done, particularly through implementing the National Development Plan (NDP). The NDP aims

to eradicate poverty, increase employment and reduce inequality by providing a vision and the framework for achieving a radical socio-economic transition by 2030. The Medium Term Strategic Framework (MTSF) is structured around 14 priority outcomes, including Outcome 11: "To create a better South Africa and to contribute to a better and safer Africa in a better world." The vision we aspire to is one where South Africa, informed by its national interests, is a globally competitive economy and an influential and leading member of the international community. South Africa therefore actively promotes and contributes to sustainable development, democracy, the rule of law, human rights, and peace and security.

International relations are conducted against a long and rich history of diplomacy between states. Diplomatic norms and practices that have developed across cultures and political ideologies are now widely observed.

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

Performance environment

Foreign policy is conducted against the background of a dynamic domestic, regional and global political and economic environment. The current global environment is characterised by major shifts in political, economic, social and cultural dynamics that impact on all parts of the world and include the realignment of new economic powers; new media and social networks; innovation; environmental change; heightened demand for scarce resources; and the changing nature of conflict and insecurity. Therefore, in order for South Africa to be effective in meeting its challenges, it must shape its domestic and foreign policies to respond and adapt to global trends that are influencing the international system and therefore impacting on its national interest.

Globalisation continues to shape the world at an accelerating pace. Governments, people and business are interlinked across the borders of the nation-state, resulting in a growing interdependence. Unsustainable levels of sovereign and private debt, global economic imbalances, climate change and insecurity are bringing the vulnerabilities of globalisation to the fore.

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

The growth of the South African and the African economy is increasingly linked to emerging economic powers. The recent global economic crisis accelerated the shift in the balance of political and economic power towards the emerging economies and it is expected that this trend will continue. The rules and institutions of the 20th century global economic and trading system are in a state of transition. Trading patterns show a shift to new markets, with a notable growth in South-South trade between the emerging economies. However, this year growth rates in Brazil, China, India and Russia are expected to be little more than half of the pre-crisis pace. Furthermore, the effects of this deceleration are apparent around the world, in volatile markets, flat commodity prices and more difficult times for doing business in the emerging world. Regional and preferential trading arrangements are proliferating, leading to increased pressure on developing countries to choose between bilateral trade arrangements and

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

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

The impact of the recent global economic crisis on developed country economies and a consequent rise in nationalistic and conservative governments have had

an impact on development assistance to developing countries. Development aid rose by 6,1% in real terms in 2013 to reach the highest level ever recorded, despite continued pressure on budgets in Organisation for Economic Cooperation and Development (OECD) countries since the global economic crisis. Donors provided a total of USD134,8 billion in net official development assistance (ODA), marking a rebound after two years of falling volumes, as a number of governments stepped up their spending on foreign aid, however a trend of a falling share of aid going to the neediest sub-Saharan African countries looks likely to continue (OECD).

Rapid innovation in information and communications technology has transcended international boundaries and regulatory systems, empowering the rapid flow of information, ideas and capital across the world. Rapid technological change has created social media networks that are changing the manner in which societies connect with each other (e.g. during the Arab Spring).

The convergence of information platforms, global mass media and social networks empowers the free flow of information and ideas, which has an impact on governance, economic activity and mobilisation across social, cultural, religious and national boundaries. It has also empowered advocacy groups pursuing political and socio-economic change. Governments will be faced with the increased tension between upholding freedom of speech and expression while seeking to manage the flow of information and possible state and non-state threats, including cyberterrorism.

Both natural and man-made environmental changes impact on all aspects of human development. These environmental changes will increasingly hinder sustainable development and have a significant impact on the world's social and economic systems. The negative impact on agriculture as well as food, water and energy security, particularly in sub-Saharan Africa, can precipitate social unrest and interstate conflict.

Countries that are dependent on oil and gas will remain vulnerable to energy shocks and instability in oil-producing regions. Increased energy demands carry the potential of inter- and intra-state competition, thereby heightening the risk of tensions over access to this and other strategic resources, especially in disputed territories. Such tense competition has geopolitical implications as the major

powers and emerging powers vie to secure resource supplies for economic growth.

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

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

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

In this uncertain global environment, in which there is a growing emphasis on pursuing national interests at the expense of the global good, there are greater demands than before on DIRCO’s human and financial resources. The NDP

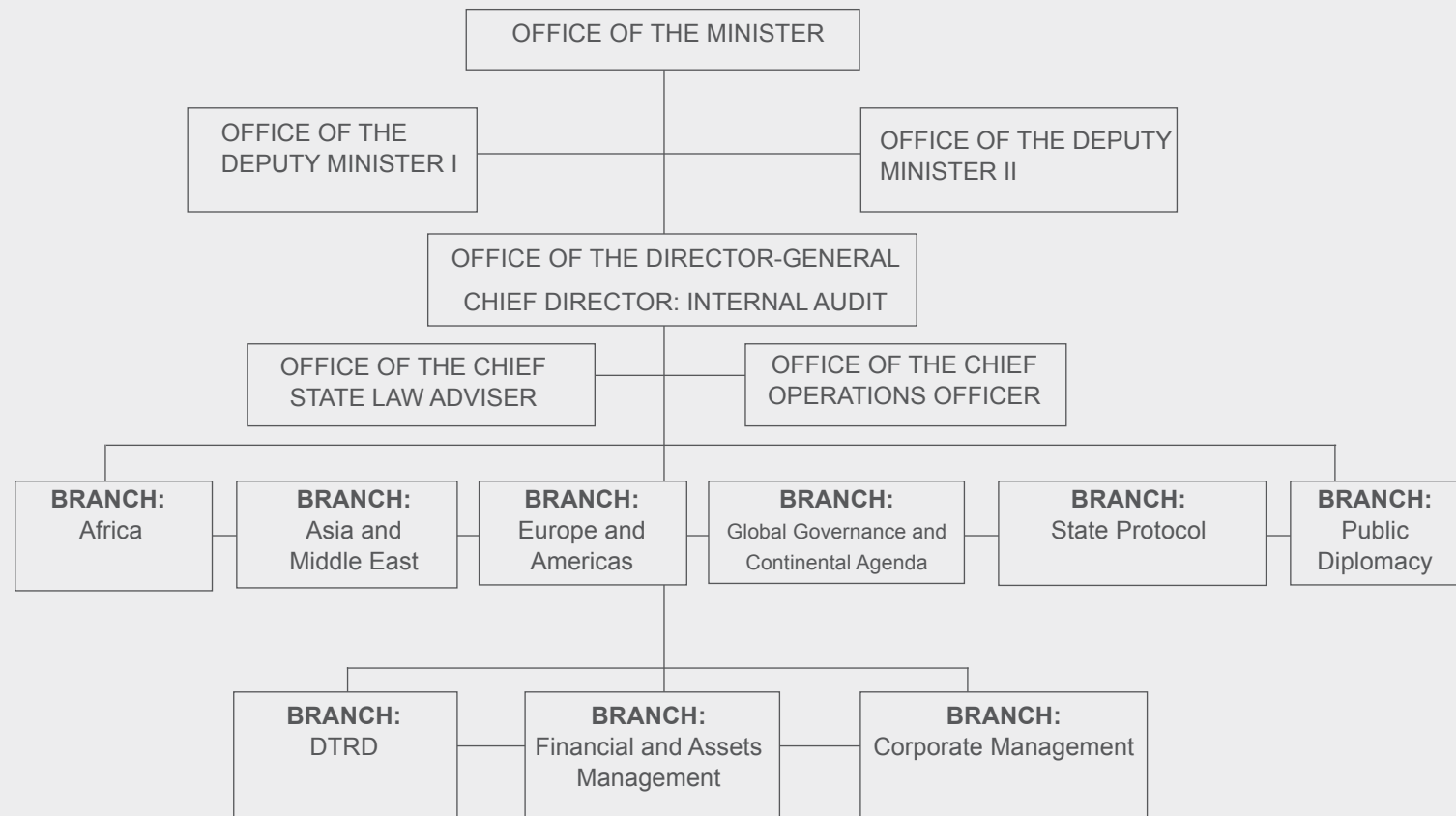
recommended a thorough analysis of the political and economic costs and benefits of South Africa’s strategic representation and actions abroad.

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

Organisational environment

South Africa operates in a dynamic environment that encapsulates varying legislative and monetary regimes that impact on its foreign policy operations. South Africa maintains diplomatic relations with countries and organisations through 126 missions in 108 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa. Our diplomatic and consular missions implement South Africa’s foreign policy to enhance its international profile, and serve as strategic mechanisms for the achievement of national interests. In addition, training and policy analysis remain of strategic importance for the execution of DIRCO’s mandate. DIRCO is in the process of finalising its organisational structure review, following the Organisational Functional Assessment conducted in 2014 and 2015. This will ensure that there is synergy between the essential human resource requirements to enable the department to achieve its legislative and political mandate.

HIGH-LEVEL ORGANISATIONAL STRUCTURE



Strategic planning process

South Africa’s presidents and ministers have enunciated the principles underlying South Africa’s foreign policy since 1994 in various fora, including the State of the Nation addresses. These principles have largely remained consistent and enduring and have taken on even greater significance.

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

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

Strategic outcome-oriented goals of the institution

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

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

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

PART B

Strategic objectives

PROGRAMMES AND SUB-PROGRAMMES

PROGRAMME 1: ADMINISTRATION

Purpose:

Provide strategic leadership, management and support services to the department

Description:

Programme 1 consists of the following sub-programmes:

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

The Office of the Director-General (DG): Provides strategic and administrative support to the DG as he assumes overall responsibility for the management of the department and ensures that the department complies with all statutory requirements and has effective and efficient system of internal control in place. The strategic support under the Chief Operations Officer comprises the management of the department's Strategic Planning, Monitoring and Evaluation; Risk Identification; Cabinet; Parliament; Cluster Coordination; as well as intra-departmental coordination.

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

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

Strategic objectives

Strategic objective	Objective statement	Baseline	2020 target
To manage resources efficiently and effectively through sound administration and good governance	To provide and manage a secure ICT infrastructure by strengthening availability, reliability, confidentiality and integration of information and communications systems	Disparate HR, finance and administrative systems	Fully integrated, converged and secure information and communications system
	Enhanced financial management through compliance with the relevant financial prescripts and other legislative requirements	Qualified audit	Unqualified audit
	Minimise security risks through compliance with the relevant security prescripts relating to people, assets and information	Security strategy developed and implemented	Security Strategy to achieve 100% compliance with Minimum Information Security Standards (MISS)
To implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored	Support the department to achieve its strategic objectives by facilitating HR processes to ensure an effective, efficient, economical and fully capacitated department in line with applicable legislative framework	Vacancy rate is 13,5%. 90,6% signed performance agreements for Senior Management Service (SMS) filed	Reduced vacancy rate within the minimum national average of 10% Performance review and annual assessment completed at the agreed time

Strategic objective	Objective statement	Baseline	2020 target
To provide effective training and research in support of departmental strategic objectives	To deliver quality training for the development of highly capable and professional diplomats from South Africa and other countries of the South in pursuit of South Africa's national interest	Three training programmes accredited (Foreign Assistant Attaché Course, Mission Administration Course and Diplomatic Training) ISO 9001: 2008 certified	Training programmes meet the accreditation standards Maintain ISO certification for QMS
	Analyse global trends and their drivers through stakeholder engagements and inform principals on the foreign policy implications for South Africa	Four research papers produced through analysis, discussion fora, workshops and collaboration with academia and think-tanks on strategic issues in international relations	To appraise and advise principals of unfolding foreign policy developments in support of departmental and government objectives through research papers
To establish an adequate, effective and efficient system of internal controls and corporate governance	To monitor the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information.	Internal audits conducted	Effective and efficient system of internal controls that is transparent to all end users
To establish a culture of risk management, governance and ethical behaviour to ensure improved internal control environment and performance	To implement and maintain effective, efficient and transparent systems of risk management	Ad-hoc risk assessments conducted	Risk management maturity level 4 in accordance with National Treasury's Risk Maturity Model

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

7.2. Resource consideration

	2015/16	2016/17	2017/18
Medium Term Expenditure Framework (MTEF) allocations (in billions)	1 418.5	1 468.7	1 535.3

7.3. Risk management

RISK	MITIGATION STRATEGIES
Inadequate accountability of partner departments to the missions structures	Enhance the current MOUs with partner departments by including performance goals, the reporting and compliance responsibilities
Inadequate implementation of ICT governance processes	Improve the functioning of the governance committees through monitoring
Inadequate ICT service delivery	Operationalise ICT Steering Committee Renewal of hardware maintenance contracts
Lack of coordinated knowledge management system	Approved Knowledge Management System Policy
Lengthy decision-making processes	Appropriate delegation of authority with implementation Monitor the implementation of departmental policies/guidelines
Inadequate emergency response capacity	Implementation of the Emergency Response Policy

PROGRAMME 2: INTERNATIONAL RELATIONS

Purpose:

Promote relations with foreign countries

Description:

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

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

Strategic objectives

Strategic objective	Objective statement	Baseline	2020 Target
To strengthen and consolidate South Africa's political, economic and social relations through the outcomes of structured bilateral mechanisms and high-level engagements, reflecting national priorities, the African Agenda and the Agenda of the South	To consolidate and strengthen bilateral relations in the advancement of national priorities Outcomes of economic diplomacy activities to increase value-added exports; increase FDI to priority sectors (NDP and Industry Policy Action Plan); promote tourism and South Africa's image abroad; removal of non-tariff barriers; and attract official development assistance (skills enhancement and technical assistance) through priority sectors	Facilitated 42 structured bilaterals (joint bilateral commissions, joint commissions for cooperation, binational commissions, etc.) to promote national priorities, the African Agenda and the Agenda of the South	South Africa's national priorities advanced in the fields of education, rural development, security and health through 170 structured bilateral mechanisms and 430 high-level engagements Contributed to economic development and growth through 560 trade and investment seminars, 630 engagements with chambers of commerce, 320 meetings with targeted ministries, 430 high-level potential investors and 335 tourism-promotion initiatives
Justification	The coherent and focused promotion of South Africa's national priorities towards socio-economic transformation, the African Agenda and the Agenda of the South through establishing and managing bilateral structures and mechanisms for achieving foreign policy objectives. This will assist DIRCO to contribute to the achievement of the vision and goals as stipulated in the NDP		

Links	<p>NDP: In order for South Africa to achieve its national goals of eradicating poverty, lowering inequality, creating jobs and making the transition to a resilient low-carbon economy, foreign relations must be driven by the country's domestic economic, political and social demands</p> <p>MTSF: Priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11 Cabinet-approved <i>Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements</i></p>
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Resource consideration

	2015/16	2016/17	2017/18
MTEF (in billions)	2,931.7	3,131.4	3,304.0

Risk management

Risk	Mitigation strategies
Non-adherence by the three spheres of government to the "Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements"	Improved day-to-day oversight/control by Business Units Use of credentials by DIRCO to control composition and size of delegations
Unfunded mandates	Budget adjustments process Departmental reprioritisation process
Inappropriate composition of official Delegations	Improved oversight/control by business units Use of credentials by DIRCO to control composition and size of delegations

PROGRAMME 3: INTERNATIONAL COOPERATION

Purpose:

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

Programme 3 consists of the following sub-programmes:

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

Description:

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

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

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

Enhanced African Agenda and sustainable development: The struggle for a better life in South Africa is intertwined with our pursuit of a better Africa in a better world. Consequently, Africa is at the centre of South Africa's foreign policy and South Africa will continue to support regional and continental processes to respond to and resolve crises, strengthen regional integration, significantly increase intra-African trade and champion sustainable development and opportunities in Africa. South Africa will align its foreign policy engagement with Africa's Vision 2063 to contribute to the socio-economic development of the African continent. South Africa will continue to play a leading role in conflict prevention, peacekeeping, peace-building and post-conflict reconstruction. To achieve this, both bilateral and multilateral branches will engage through structured mechanisms and intergovernmental fora.

The strengthening of the African Union (AU) and its structures is a strategic priority in deepening the continental integration process. In addition, the role of regional economic communities as building blocs in the integration process should continue to be strengthened. South Africa will continue with efforts aimed at revitalising the New Partnership for Africa's Development (NEPAD) as a strategy for economic development on the African continent, together with ongoing support for the African Peer Review Mechanism (APRM), which is important to assist the continent to consolidate democracy and meet universally-accepted standards of participatory democracy.

It is essential that the Africa Action Plan 2010 – 2015 and APRM be promoted in all relevant global partnerships and bilateral, regional and multilateral fora, aimed at the translation of international development commitments into concrete actions.

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

Strengthen political and economic integration of the Southern African Development Community (SADC): The integration of SADC remains critical for the economic development of the region and for South Africa's global competitiveness. South Africa will support the implementation of the Regional Indicative Strategic Development Plan to enhance the socio-economic development of the region.

For building greater productive and export capacity and global competitiveness across the region, it is necessary to advance a developmental integration agenda in southern Africa, combining trade integration, infrastructure development and sector policy coordination. It is essential to strengthen political cohesion within SADC, through the alignment of interlinking and interconnected regional peace and security objectives, as well as ensuring political stability and economic

viability through strengthening governance and institutional capacity within SADC.

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

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

Strategic objectives

Sub-programme: System of Global Governance

Strategic objective	Objective statement	Baseline	2020 target
To enhance international responsiveness to the needs of developing countries and Africa through negotiations and influencing processes in the Global Governance System towards a reformed, strengthened and equitable rules-based multilateral system	Advocate for the reform of global governance institutions and their secretariats to better address the needs of developing countries	Current resolutions and processes on conflict prevention, resolution and post-conflict peace-building	80% of resolutions, decisions or outcomes reflecting South Africa's national interest
	To contribute to the peaceful resolution of international conflicts with the centrality of the UN Charter and the principles of international law	Current resolutions and outcomes documents of major international processes	
	To contribute towards global peace and security, political and socio-economic stability, sustainable development and respect for promotion, protection and fulfilment of human rights within an equitable rules-based multilateral system, according to agendas and schedules of multilateral institutions	Current resolutions and decisions on reform of the UN General Assembly, UN Security Council, Economic and Social Council of the UN, UN Human Rights Council and Bretton Woods Institutions	
	Provision of legal and policy advice to government with regard to all matters related to international law and international legal issues as well as the custodianship of the official treaty records	Provided 1 111 legal opinions; and certified 136 agreements for Presidential approval	
Justification	The coherent and focused promotion of South Africa's national priorities and interests, the African Agenda and the agendas of the South within an equitable rules-based System of Global Governance		

Strategic objective	Objective statement	Baseline	2020 target
LINKS	<p>NDP:</p> <p>Articulating South Africa's national interest and the country's obligations to the global community in relation to sustainability of the natural environment, the global economy, the international flow of migrants, human freedom and international cooperation</p> <p>South Africa's foreign relations and diplomacy must be informed by the strategic interplay between political, economic, security, environmental and human dynamics. Positioning South Africa to be efficient and effective in regional regimes and institutions, in the country's multiple international affiliations, especially in Brazil, Russia, India, China and South Africa (BRICS) and the global South, in multilateral relations, and in the institutions of global governance</p> <p>Remain an influential member of the international community and stay at the forefront of political and economic developments</p> <p>MTSF:</p> <p>Priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11</p> <p>Cabinet-approved <i>Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements</i></p>		

Sub-programme: Continental Cooperation**Enhanced African Agenda**

Strategic objective	Objective statement	Baseline	2020 target
To enhance the African Agenda	Promote democracy, good governance, human rights, peace and security and sustainable development on the African continent through identified processes, debates and resolutions, according to agendas and schedules of multilateral institutions, particularly the structures and processes of the AU, inclusive of the APRM	South African positions advanced at two summits and related meetings of the AU to promote peace and stability, socio-economic development as well as good governance and democracy on the continent	South African positions advanced at AU summits, AU Peace and Security Council (AUPSC) and related meetings to promote peace and stability, socio-economic development as well as good governance and democracy on the continent
	To advance the implementation of NEPAD programmes related to priority sectors and support the Presidential Infrastructure Championing Initiative (PICI)	Championed the Programme for Infrastructure Development in Africa and the PICI through participation and support to four meetings of NEPAD processes and structures Lobbied for support for NEPAD programmes with 11 African development partnerships	Support all meetings of NEPAD structures and processes to enhance socio-economic development on the continent Lobbied for support for NEPAD programmes from key development partners Five progress reports on implementation plan
	Contribute to the processes for the peaceful resolution of conflicts, peace missions, election observer missions; and Post-Conflict Reconstruction and Development (PCRD)	Identified strategies for successful South African membership of the AUPSC in line with set objectives	Commitments honoured in terms of decisions by AUPSC Participate in all SADC, AU and UN structures, contributing to peace and security and PCRD
JUSTIFICATION	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda		
LINKS	NDP: South Africa's foreign policy should be driven by a clear understanding of our national, regional and continental priorities in a multipolar world where the geostrategic politics of the continent is central to global, political and economic competition for natural resources and market share		

Strengthen political and economic integration of SADC

Strategic objective	Objective statement	Baseline	2020 target
To strengthen political and economic integration and development of SADC	Contribute to SADC processes to create an enabling environment supportive of political and economic integration and the effective functioning of the regional organisation	All meetings of SADC structures and processes supported and participated in to promote regional political and economic integration	Peace, stability, socio-economic development, good governance and democracy strengthened through participation in SADC structures and processes.
JUSTIFICATION	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda within the SADC region to secure regional integration, cooperation and development		
LINKS	NDP: Implement a focused regional integration strategy		

Sub-programme: South-South Cooperation

Strategic objective	Objective statement	Baseline	2020 target
To strengthen and consolidate South-South relations by utilising membership and engagements with groupings of the South to advance South Africa's foreign policy	To strengthen and consolidate the competitive and complementary strength of countries and groupings of the South	Current resolutions and decisions reflecting South Africa's positions Not available	Outcome documents of summits and high-level meetings, targeted resolutions and decisions articulating South Africa's positions Five strategies for South Africa's engagements for formations and groupings of the South developed, implemented and monitored
JUSTIFICATION	The coherent and focused promotion of South-South cooperation to advance South Africa's national priorities and interests through advancing the African Agenda and the agendas of the South		
LINKS	NDP: South Africa should improve collaboration and cooperation, through deeper integration and increased trade with its regional trade partners in Africa and the global South, in general. Particular emphasis should be placed on the role that South Africa can play in mediating the role and influence of the BRICS group and African countries		

Sub-programme: South-North Cooperation

Strategic objective	Objective statement	Baseline	2020 target
To advance and leverage national priorities, the African Agenda, and the Development Agenda of the South with the formations of the North	To pursue a developmental agenda approach with strategic formations of the North	Current resolutions and decisions reflecting South Africa's positions	Outcome documents of summits and high-level meetings, targeted resolutions and decisions articulating South Africa's positions
JUSTIFICATION	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda and the Agenda of the South through engagements with the strategic formations of the North		
LINKS	NDP: South Africa must institute aggressive trade and foreign investment policies to place the country on a more competitive path		

Resource consideration

	2015/16	2016/17	2017/18
Medium Term Expenditure Framework allocations (in billions)	466.9	483.5	512.2

Risk management

RISK	MITIGATION STRATEGIES
Non-adherence by the three spheres of government to the "Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements" when engaging in multilateral fora	Implementation and enforcement at ministerial and senior officials level through existing Cluster and other structures Enforce the "Measures and Guidelines" through reporting to Cabinet
Asymmetrical relationship between the developed North and the developing South	Strengthen South-South solidarity through targeted agenda setting and advocacy in multilateral forums and through bilateral engagements. ~ Continued advocacy of UN and Bretton Woods reform
Lack of adequate representation in regional and multilateral organisations	Consultative Forum on International Relations/Cabinet-approved Measure and Guidelines for the Enhanced Coordination of South Africa's International Engagements.

Shifting of international focus away from Africa to other pressing international issues	Strengthen coherence through targeted agenda-setting and advocacy in multilateral forums and through bilateral engagements
Lack of coherence and coordination on African positions	Strengthen advocacy role in multilateral fora and through bilateral engagements
Inadequate inter- and intra-departmental coordination on multilateral issues	Enhance inter- and intra-coordination

PROGRAMME 4: PUBLIC DIPLOMACY AND STATE PROTOCOL

Purpose:

Advance a positive projection of South Africa's image through communication strategies on South Africa's foreign policy positions and programmes nationally and internationally
 Provide a professional State Protocol service to heads of state and government and designated dignitaries and render advisory services to various stakeholders

Description:

Programme 4 consists of the following sub-programmes:

Public Diplomacy promotes a positive projection of South Africa's image, communicates foreign policy positions to both domestic and foreign audiences, and markets and brands South Africa by utilising public diplomacy platforms, strategies, products and services.

State Protocol facilitates incoming and outgoing state visits and events as well as coordinates and regulates engagement with the local diplomatic community. It also provides protocol advice and support to the various spheres of government, facilitates the hosting of international conferences in South Africa and manages the state protocol lounges and guesthouses.

Strategic objectives**Sub-programme: Public Diplomacy**

Strategic objective	Objective statement	Baseline	2020 target
To create a better understanding and awareness of South Africa's foreign policy through targeted public diplomacy partnerships and platforms	Effective implementation of the Public Diplomacy Strategy to promote South Africa's foreign policy both nationally and internationally	2014/15 Public Diplomacy Strategy and implementation plan 2013/14 perception study	Annual Public Diplomacy Strategy, which will enhance understanding and awareness of South Africa's foreign policy through targeted public diplomacy partnerships and platforms
			Complete perception study
JUSTIFICATION	Public diplomacy strategies, platforms, products and programmes with the aim to enhance understanding of South Africa's foreign policy to all stakeholders, including national and international audiences		
LINKS	NDP: Public diplomacy is fundamental to South Africa's projection of soft power		

Sub-programme: State Protocol

Strategic objectives

Strategic objective	Objective statement	Baseline (2013/14)	2020 target
To provide professional State Protocol services through the facilitation of state events, visits and diplomatic accreditation	A conducive environment created through the facilitation of state events, visits and diplomatic accreditation	<p>Provided protocol services for 103 state and ceremonial events, during 107 incoming and 95 outgoing state and official visits and 10 international conferences</p> <p>Provided support for 214 outgoing and incoming visits for provincial and local government and hosted nine international conferences</p>	State Protocol services provided as per Service Delivery Charter for state events and visits
JUSTIFICATION	Coordinated and regulated activities of the accredited Diplomatic Corps in terms of South Africa's obligations as directed by the Vienna Convention on Diplomatic Relations of 1961; Vienna Convention on Consular Relations of 1963; the Diplomatic Immunities and Privileges Act of 2001; and policy in support of South Africa's foreign policy goals. State Protocol is also responsible for incoming and outgoing heads of state/ governments visits and renders protocol advice and support to the various spheres of government in their international engagements to further assist in promoting South Africa's agenda in the international arena.		
LINKS	Vienna Convention on Diplomatic Relations of 1961; Vienna Convention on Consular Relations of 1963		

Resource consideration

	2015/16	2016/17	2017/18
MTEF allocations (in billions)	246.3	256.4	270.7

Risk management

RISK	MITIGATION STRATEGIES
Non-compliance with the requirements of Protocol and Ceremonial prescripts	Approval of Policies and Protocol Manual
Uncoordinated international visits by different spheres of government	<p>Enhanced planning and coordination</p> <p>Strengthen the role of the Consultative Forum of International Relations (CFIR) in coordination of visits</p>

Increased negative perceptions of South Africa as a risky investment destination

Proactive and timeous public diplomacy messages

PROGRAMME 5: INTERNATIONAL TRANSFERS**Purpose:**

To honour South Africa's financial obligations and voluntary contributions to international organisations

Description:

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

Strategic objectives

Strategic objective	Objective statement	Baseline R000
To strengthen multilateralism through financial contributions	Payments of South African contributions to international organisations in full and on time	R828 225
JUSTIFICATION	Promotion of a more efficient, transparent and service-orientated Secretariat better able to respond to the mandates given by member states, especially increased support to African development challenges and the particular needs of poor and vulnerable countries of the South Meet South Africa's international obligations in support of a rules-based multilateral system	
LINKS	Programme 3 – Enhanced African Agenda and Sustainable Development; Global Governance	

Resource consideration

	2015/16	2016/17	2017/18
MTEF allocations (in billions)	635.2	603.5	921.1

Risk management

RISK	MITIGATION STRATEGIES
Foreign-exchange fluctuations	Estimates of National Expenditure (ENE), MTEF and Adjustment Estimate process
Non-payment of assessed contributions by partner departments	Increased coordination between DIRCO and other partner departments required to pay assessed contributions



PART C

Links to other plans

Links to long-term and infrastructure and other capital plans

Introduction

The geographically decentralised and complex nature of the Department of International Relations and Cooperation (DIRCO) places high demands on the department for the provision of accommodation, facilities, goods and services that allow optimal efficiency and effectiveness in the execution of our mandate. DIRCO operates both in South Africa and in various countries abroad. Apart from providing for its own needs, DIRCO is also responsible for facilitating the provision of accommodation and movable assets for partner departments which have representation abroad. Currently, South Africa is represented in 108 countries globally and conducts business from 125 diplomatic and consular missions.

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

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

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

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

DIRCO will, during the Medium Term Strategic Framework period, embark on condition assessments and valuations of all its properties to inform its maintenance and renovation activities. The overall property management strategy and custodian asset management plans for all state-owned properties will guide DIRCO's efforts in this regard.

Project name	Programme	Country	Project description/type of structure	Outputs	Estimated project cost	Expenditure to date if any	Project duration	
							Start	Finish
New and replacement assets								
Dar es Salaam, Chancery construction	Capital	Tanzania	Construction of Chancery	Functional office space	R111.7 mil	R10.1 mil	2007/08	2016/17
Lilongwe, Chancery and staff housing construction	Capital	Malawi	Construction of Chancery and staff housing	Functional office space and three staff houses	R118.7 mil	R11.5 mil	2007/08	2016/17
Kigali, Chancery and Official Residence construction	Capital	Rwanda	Construction of Chancery and Official Residence	Functional office space and Official Residence	R75 mil	R0	2007/08	2017/18
Mbabane, staff housing construction	Capital	Swaziland	Construction of staff housing	Eight staff houses	R70 mil	R0	2007/08	2017/18
Mbabane, Chancery construction	Capital	Swaziland	Construction of Chancery	Functional office space	R39 mil	R0	2007/08	2017/18
Montevideo	Capital	Uruguay	Official Residence	Staff Residence	R4.5 mil	R0	2016/17	2017/18
Property acquisition in Nairobi	Capital	Kenya	Offices acquired	Functional office space	R44 mil	R0	2016/17	2016/17
Property acquisition in Cairo	Capital	Egypt	Official Residence	Official Residence	R25 mil	R0	2016/17	2016/17
New Delhi, Chancery and Official Residence construction	Capital	India	Construction of Chancery and Official Residence	Functional office space and Official Residence	Project not yet costed	R0	2015/16	2017/18
Riyadh, Chancery and Official Residence construction	Capital	Saudi Arabia	Construction of Chancery and Official Residence	Functional office space and Official Residence	Project not yet costed	R0	2016/17	2018/19
Dakar, Chancery construction	Capital	Senegal	Construction of Chancery	Functional office space	Project not yet costed	R0	2015/16	2016/17
Bamako, Chancery, Official Residence and staff housing construction	Capital	Mali	Construction of Chancery, Official Residence and staff housing	Functional office space and Official Residence	Project not yet costed	R0	2015/16	2016/17
Property acquisition in Tokyo	Capital	Japan	Chancery	New Chancery	Project not yet costed	R0	2017/18	2017/18

Property acquisition in New York	Capital	United States of America (USA)	Chancery	New Chancery	Project not yet costed	R0	2014/15	2016/17
Property acquisition in Lagos	Capital	Nigeria	Chancery	New Chancery	R60 mil	R0	2014/15	2016/17
Property acquisition in Mumbai	Capital	India	Chancery	New Chancery	R105 mil	R0	2015/16	2017/18
Acquisition of 100-year lease for Chancery in London	Capital	United Kingdom (UK)	Crown land on which the Chancery is situated	100-year lease agreement	R100 mil	R0	2016/17	2016/17
Total new and replacement assets								
Maintenance and repairs								
All state-owned properties are maintained annually from operational funds allocated to individual missions. At present, the Government owns 25 chanceries, one Consulate, 35 official residences, 66 staff houses, 16 plots of vacant land and one parking bay								
Total maintenance and repairs								
Upgrades and additions								
Washington, refurbishment of Chancery	Capital	USA.	Refurbishment of Chancery	Functional office space	R153 mil	R79 mil	2008/09	2015/16
Juba, refurbishment of Chancery	Capital	South Sudan	Refurbishment of Chancery	Functional office space	R82,044 mil	R1.9 mil	2015/16	2017/18
Copenhagen, refurbishment of Official Residence	Capital	Denmark	Refurbishment of Official Residence	Renovated Official Residence	R35 mil	R3.2 mil	2014/15	2014/15
Paris, refurbishment of Chancery and Official Residence	Capital	France	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R115 mil	R1.9 mil	2012/13	2016/17
Tel Aviv, refurbishment of Official Residence	Capital	Israel	Refurbishment of Official Residence	Renovated Official Residence	R2,5 mil	R0	2016/17	2016/17

The Hague, refurbishment of Chancery, Consulate and Official Residence	Capital	The Netherlands	Refurbishment of Chancery, Official Residence as well as conversion of the Consulate building into a staff residence	Functional office space and renovated Official Residence and staff residence	R193 mil	R41 mil	2009/10	2015/16
Brasilia, refurbishment of Chancery, OR and staff housing	Capital	Brazil	Refurbishment of Chancery, OR and staff houses	Functional office space, renovated Official Residence and renovated staff houses	R250 mil	R5 mil	2006/07	2017/18
Berne, refurbishment of Official Residence	Capital	Switzerland	Refurbishment of Official Residence	Renovated Official Residence	R1,5 mil	R0	2016/17	2016/17
Madrid, refurbishment of Chancery and Official Residence	Capital	Spain	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R70 mil	R0	2017/18	2017/18
Sao Paulo, refurbishment of Chancery	Capital	Brazil	Refurbishment of Chancery	Functional office space	R40 mil	R0	2016/17	2017/18
Munich, refurbishment of Official Residence	Capital	Germany	Refurbishment of Official Residence	Renovated Official Residence	R1 mil	R0	2016/17	2016/17
Rome, refurbishment of Chancery and Official Residence	Capital	Italy	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R55 mil	R0	2011/12	2017/18
London, refurbishment of Chancery	Capital	United Kingdom	Refurbishment of Chancery	Functional office space	R100 mil	R0	2015/16	2017/18
Kinshasa, refurbishment of Chancery and staff compound	Capital	Democratic Republic of Congo	Refurbishment of Diplomatic Compound, which includes the Chancery, Official Residence and staff housing	Functional office space and renovated Official Residence and staff housing	R80 mil	R0	2014/15	2017/18
New York, refurbishment of Official Residence of the Consul General	Capital	USA	Refurbishment of Official Residence of the Consul-General	Renovated Official Residence	R5 mil	R0	2015/16	2015/16

Buenos Aires, refurbishment of Chancery and Official Residence	Capital	Argentina	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R55 mil	R0	2015/16	2017/18
Harare, refurbishment of Chancery	Capital	Zimbabwe	Refurbishment of Chancery	Functional office space	R33 mil	R0	2014/15	2017/18
Maputo, refurbishment of Chancery, Official Residence and staff compound	Capital	Mozambique	Refurbishment of Diplomatic Compound, which includes Chancery, Official Residence and staff housing	Functional office space and renovated Official Residence and staff housing	R100 mil	R0	2014/15	2017/18
Lisbon, refurbishment of Chancery and Official Residence	Capital	Portugal	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R15 mil	R0	2015/16	2016/17
Tehran, refurbishment of Official Residence	Capital	Iran	Refurbishment of Official Residence	Renovated Official Residence	R2,5 mil	R0	2016/17	2017/18
Luanda, refurbishment of Official Residence	Capital	Angola	Refurbishment of Official Residence	Renovated Official Residence	R3,5 mil	R0	2015/16	2015/16
Vienna, refurbishment of Chancery	Capital	Austria	Refurbishment of Chancery	Functional office space	R10 mil	R0	2015/16	2016/17
Total upgrades and additions:								
Rehabilitation, renovations and refurbishments								
Please note that the projects listed under "Upgrades and additions" above include all renovations, refurbishments, upgrades and additions								
Total rehabilitation, renovations and refurbishments								

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

2013/14: R202 919 000.00

2014/15: R213 994 000.00

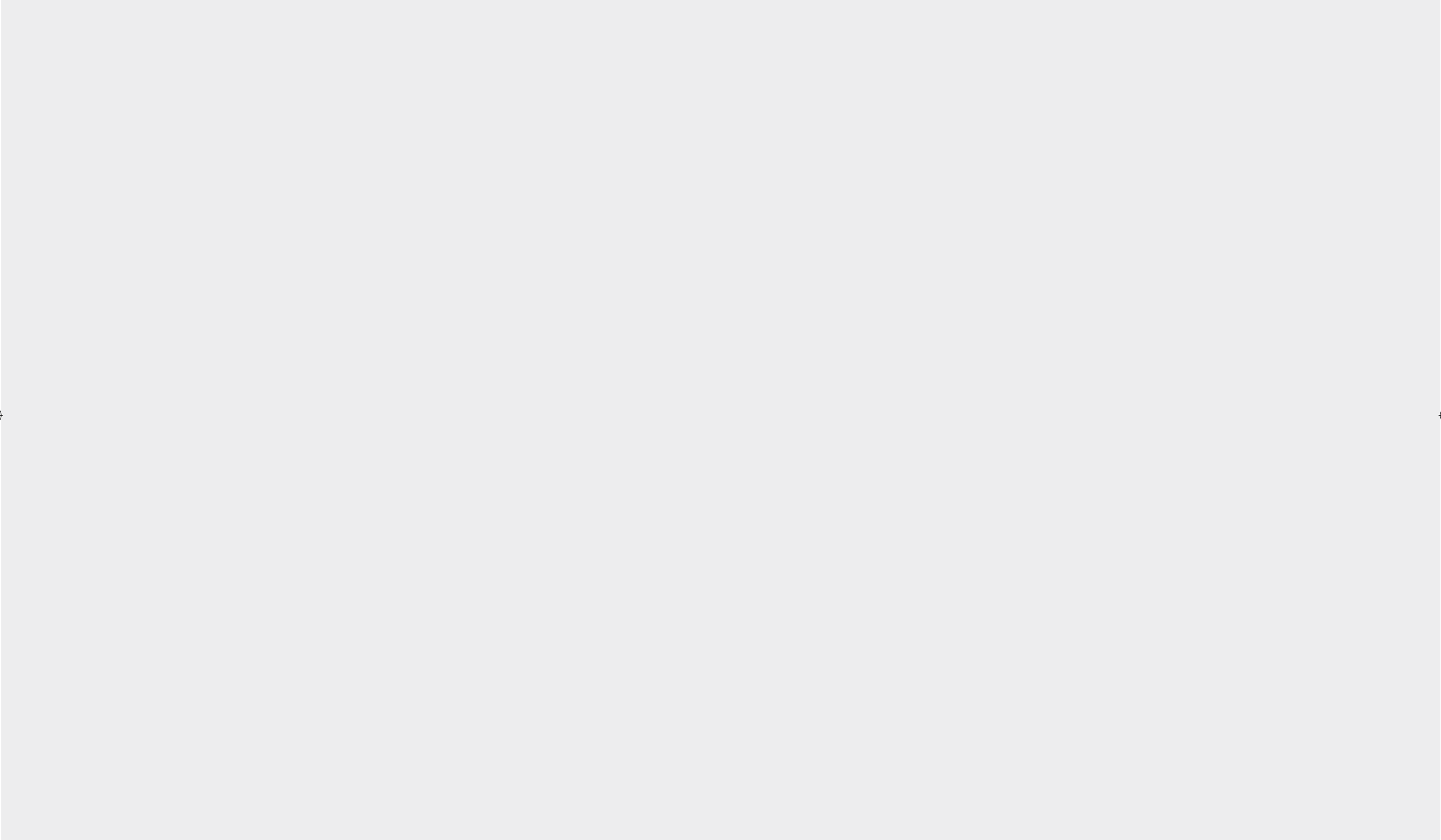
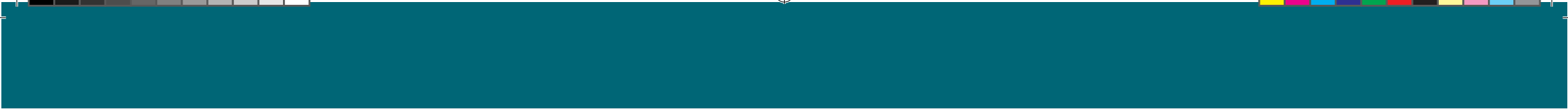
2015/16: R223 838 000.00

Public entity reporting to the Minister

Name of public entity	Mandate	Outputs	Current annual budget (R thousands)	Date of next evaluation
African Renaissance and International Cooperation Fund	African Renaissance and International Cooperation Fund: To enhance cooperation between the Republic and other countries, in particular African countries through the promotion of democracy, good governance, the prevention and resolution of conflict, socio-economic development and integration, humanitarian assistance and human resource development	Disbursement of development aid to enhance cooperation between the Republic and other countries to: Promote democracy and good governance Contribute to prevention and resolution of conflict Support socio-economic development and integration Provide humanitarian assistance	R2 857.9	Not applicable as the Fund will be replaced by the South African Development Partnership Agency (SADPA).

Public-private partnerships (PPPs)

Name of PPP	Purpose	Outputs	Current value of agreement (R thousand)	Date when agreement expires
Head Office accommodation for DIRCO	Financing, design, construction, operation and maintenance of Head Office and Guesthouse Facilities Financing, design renovation and structural maintenance of state-owned Guesthouse Facility.	New Head Office and Guest House constructed Head Office and Guest House maintained and operated by on-site facilities management company Furniture, fittings and equipment installed, maintained and replaced at agreed intervals State-owned Guest House renovated and structurally maintained	Contracted unitary fee (in January 2005 prices):R101 million per annum Unitary fee escalates with CPI annually 2013/14 FY unitary fee: R196 257 000 (incl VAT) per annum	September 2034



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 nearly 18 years.

This African Agenda rests on five key pillars: contribute to regional and continental peace, security, stability and sustainable development through the African Union; advance Africa's socio-economic development through the New Partnership for Africa's Development (NEPAD); strengthen effective governance through mechanisms such as the African Peer Review Mechanism (APRM); seek cooperation through international partnerships in support of Africa's development; and develop regional economic communities (RECs) as the building blocs for continental economic development and integration.

AUPCRD Committee on Sudan

The African Union Post-Conflict Reconstruction and Development Ministerial Committee for the Sudan was established in July 2003, in order to facilitate post-conflict reconstruction and development (PCRD) efforts in Sudan.

Bilateral relations

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

Strengthen relations

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

working visits, structured bilateral mechanisms and the daily activities of diplomatic missions.

State Visit

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

Official Visit

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

High-Level Meeting

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

Senior Officials Meeting

The most common meetings are between senior officials, i.e. below Cabinet level. Meetings of this nature often convene to prepare for high-level meetings, exchange information and ideas, discuss technical issues, negotiate and draft agreements and communiqués/declarations, assess the implementation

of previous agreements and/or decisions, as well as to clarify positions and develop common positions on issues of mutual interest.

Structured bilateral mechanisms

Structured bilateral 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 sub-committees or technical committees dealing with issues such as global governance, Africa, strengthening trade and investment relations, tourism promotion, science and technology cooperation, etc. Ministers and senior officials of departments concerned usually co-chair these sub-committees. Structured bilateral mechanisms are co-chaired from the President downwards to the level of senior officials. These meetings usually meet under various designations such as bi-national commissions, joint commissions, partnership fora, policy dialogue fora, policy fora, etc.

The meetings usually alternate between the countries concerned and can take place every six months, annually and in certain cases every two years, depending on the importance of the issues on the agenda and the availability of the relevant ministers and senior officials. The structured bilateral mechanism is one of the most important and valuable foreign policy instruments for the Department of International Relations and Cooperation (DIRCO) to coordinate South African positions and activities towards a particular country and to advance South Africa's key priorities.

Early Warning

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

Multilateralism

A global system of interaction between states which is particularly important to small and medium-sized states as it gives all participating states an equal voice and stake in programmes, projects and actions to address issues that affect their interests, those of their region and issues of global concern. This

multilateral rules-based system is the main counterbalance to unilateral and collective actions undertaken by big and powerful states that exclude small and medium states

Multilateral Rules-Based System

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

Bretton Woods Institutions

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

Promotion of the Multilateral System

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

Disarmament and Non-Proliferation

A system of multilateral agreements, conventions and controls in which all states can equally participate and which is aimed at ridding the world of weapons of mass destruction and limiting the spread and control the use of conventional weapons, including small-arms and light weapons.

Major international conferences

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

LIST OF ACRONYMS

A

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

B

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

C

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

D

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

E

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

F

FAO	Food and Agriculture Organisation
FOCAC	Forum for China-Africa Cooperation

G

G8	Group of Eight
G20	Group of Twenty
G77	Group of 77 (plus China)

H

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

I

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

J

JCC	Joint Commission of Cooperation
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K

KPCS	Kimberley Process Certification Scheme
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M

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

N

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

O

OECD Organisation for Economic Cooperation and Development

P

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

R

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

S

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

T

TICAD Tokyo International Conference on African Development

U

UN United Nations
 UNCAC United Nations Convention against Corruption

UNCOPUOS

United Nations Committee for the Peaceful Uses of Outer Space

UNESCO

United Nations Educational, Scientific and Cultural Organisation

UNFCCC

United Nations Framework Convention on Climate Change

UNGA

United Nations General Assembly

UNIDROIT

International Institute for the Unification of Private Law

UNRWA

United Nations Relief and Works Agency

UNSC

United Nations Security Council

UNSG

United Nations Secretary General

UNTOC

United Nations Convention against Transnational Organised Crime

UNWTO

United Nations World Trade Organisation

V

VOIP Voice Over Internet Protocol

W

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

