

# CONTENTS

MESSAGE FROM THE MINISTER OF INTERNATIONAL RELATIONS  
AND COOPERATION, MS MAITE NKOANA-MASHABANE

2

FOREWORD by Director-General,  
Ambassador Jerry Matjila

6

## **PART A: STRATEGIC OVERVIEW**



- 1. VISION 8
- 2. MISSION 8
- 3. VALUES 8
- 4. LEGISLATIVE AND OTHER MANDATES 8
  - 4.1. Constitutional mandates 8
  - 4.2. Legislative mandate 9
  - 4.3. Policy mandate 9
  - 4.4. Relevant court rulings 11
  - 4.5. Planned policy initiatives 11
- 5. SITUATIONAL ANALYSIS 12
  - 5.1. Performance environment 12
  - 5.2. Organisational environment 13
  - 5.3. Strategic planning process 15
- 6. STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION 16

## **PART B: STRATEGIC OBJECTIVES**



- 7. PROGRAMME 1: ADMINISTRATION 17
  - 7.1. Strategic Objectives 18
  - 7.2. Resource Considerations 20
  - 7.3. Risk Management 20

- 8. PROGRAMME 2: INTERNATIONAL RELATIONS AND COOPERATION 21
  - 8.1. Strategic Objectives 24
  - 8.2. Resource Considerations 26
  - 8.3. Risk Management 26
- 9. PROGRAMME 3: PUBLIC DIPLOMACY AND STATE PROTOCOL 27
  - 9.1. Strategic Objectives 27
  - 9.2. Resource Considerations 28
  - 9.3. Risk Management 28
- 10. PROGRAMME 4: INTERNATIONAL TRANSFERS 29
  - 10.1. Strategic Objectives 29
  - 10.2. Resource Considerations 29
  - 10.3. Risk Management 29

## **PART C: LINKS TO OTHER PLANS**



- 11. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER  
CAPITAL PLANS 30
- 12. PUBLIC-PRIVATE PARTNERSHIPS 36
- GLOSSARY AND TERMINOLOGY 38
- LIST OF ACRONYMS 44



## MESSAGE FROM THE MINISTER OF INTERNATIONAL RELATIONS AND COOPERATION, MS MAITE NKOANA-MASHABANE

South Africa conducts its foreign policy against the background of an ever-changing political and economic environment. The global environment is characterized by major shifts in global political, economic, social and cultural dynamics that have impacts on different parts of the world and these includes: 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. We, therefore, have a responsibility to respond to these ever changing global shifts in a manner that speaks to our own foreign policy priorities.

Our struggle for a better life in South Africa is intertwined with our pursuit of a better Africa in a better world. Our destiny is inextricably linked to that of the Southern African region. Regional and continental integration is the foundation for Africa's socio-economic development and political unity, and essential for our own prosperity and security. Consequently, Africa is at the centre of South Africa's foreign policy. Our country will therefore 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, and a lot has already been done in this sphere. Socio-economic development cannot take place in the absence of peace and stability. Consequently, South Africa will continue to play a leading role in conflict prevention, peacekeeping, peace-building, and post-conflict reconstruction. We will use our membership of the AUPSC to propel our quest of advancing issues of peace and stability on the Continent. We will also continue to support the AU and UN initiatives to find just and lasting solutions to outstanding issues of self-determination and decolonisation on the African continent. To achieve this, both Bilateral and Multilateral Branches will engage through structured mechanisms and inter-governmental fora.

The strengthening of the AU and its structures is a strategic priority in deepening the continental integration process. 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. Also as a priority of contribution to socio-economic development on the Africa continent, we will continue using one of the key vehicles for the disbursement of development funding, the African Renaissance and International Cooperation Fund (ARF). DIRCO is seized with the process of establishing a dedicated development agency to replace the ARF, to be known as the South African Development Partnership Agency (SADPA), which will inform and direct South Africa's development assistance framework. The conceptual framework for the establishment of SADPA has been finalised and work is underway to develop an operating framework for SADPA.

The integration of SADC remains critical for the economic development of the region and for South Africa's global competitiveness. 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 co-ordination. 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.

Partnerships with countries of the South continues to be critical to advancing not only South Africa's own development needs, but also that of Africa and to create political, economic and social convergence for the fight against poverty, underdevelopment and the marginalisation of the South. We will promote the strengthening of South-South co-operation and support the Agendas of the South through the Brazil, Russia, India, China and South Africa Forum (BRICS); India, Brazil, South Africa Dialogue Forum (IBSA); New Africa Asia Strategic Partnership (NAASP); Forum for China-Africa Co-operation (FOCAC); Indian Ocean Rim Association for

Regional Co-operation (IOR-ARC); India-Africa Forum; NAM; G77 and other South-South fora.

South Africa is committed to multilateralism and a rules-based international order and to this end promotes global security, sustainable development, human rights and international law through its participation in international fora, notably the United Nations (UN) system and its specialised agencies, funds and programmes. South Africa will continue its support for 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.

Recognising the need for, and importance of, addressing the pressing social and economic needs of the international community, particularly those of the peoples of Africa and the rest of the developing world, South Africa regards the UN as the foremost vehicle to advance the global development agenda and to address underdevelopment and the eradication of poverty. South Africa also 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. Our international relations policy therefore recognises that in order to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity. In pursuance of a holistic approach to security and development, South Africa seeks election to identified strategic multilateral bodies should vacancies arise.

In advancing global peace and security, we will continue to play an active role in all aspects of disarmament, non-proliferation and arms control as these relate to both weapons of mass destruction and conventional arms. South Africa remains committed to the protection of human rights and fundamental freedoms and through participation in the global human rights mechanisms are striving for the strengthening and the



protection of, economic, social and cultural rights on par with all other human rights, inclusive of the right to development.

The consolidation and strengthening of bilateral political and economic relations remains a strategic focus area. South Africa will continue to utilise structured bilateral mechanisms and high-level engagements to reinforce and expand cooperation in the political, economic, and social and security spheres, for the purpose of contributing to the achievement of national priorities.

We shall continue using bilateral political and economic agreements; they are a vehicle towards establishing an important basis for strengthening political and economic partnerships in the various regions of the world. These remain important tools for cooperation and promoting South Africa's national priorities. The priority needs of Africa (such as NEPAD), are also pursued in bilateral relations. Focus should also be placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential and opportunities. Marketing and branding initiatives aimed to portray South Africa as a stable democracy, a safe investment destination and a reliable trading partner.

Our Corporate Services will continue with its astute work and continue with implementation of sound financial controls to ensure that we received an Unqualified Audit Report during the next financial year.

Strategic use of "New Media" shall continue to influence and inform discussions on South African foreign policy. With the world accessible with the click of the button, DIRCO will take advantage of this medium to advance our interests and those of the Continent.

Our solid and cordial relations with Think Tanks provide a platform within which our relations can be solidified. We shall, therefore, continuously engage them, as well as the Academia, through Public Diplomacy Programmes to gauge and understand public perceptions towards our work and engagements and have also sustained our working relationship with Brand South Africa to protect our country's image both locally and abroad.




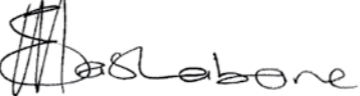
## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

Was developed by the management of the DIRCO under the guidance of the Minister;

Takes into account all the relevant policies, legislation and other mandates for which the DIRCO is responsible'

Accurately reflects the strategic outcome oriented goals and objectives which the DIRCO will endeavour to achieve over the period 2012 – 2017.

<b>Chief Financial Officer:</b> <b>Deputy Director General:</b> <b>Mr A Moodley</b>	 Signature: _____
<b>Head Official responsible for Planning:</b> <b>Chief Director:</b> <b>Mr CA Basson</b>	 Signature: _____
<b>Accounting Officer:</b> <b>Director General:</b> <b>Ambassador JM Matjila</b>	 Signature: _____
<b>Approved by:</b> <b>Executive Authority:</b> <b>Minister Maite Nkoana-Mashabane</b>	 Signature: _____



*Minister of International Relations Ms Maite Nkoana-Mashabane Chairing the United Nations Security Council meeting in her capacity as Council President. South Africa held the rotating Presidency for the month of January 2012.*

## FOREWORD by Director-General, Ambassador Jerry Matjila



It is a great honour for me to present for the first time, the Strategic Plan 2012-2017 of the Department of International Relations and Cooperation (DIRCO). I would also like to pay tribute to my predecessors, who have steered the Department so skillfully since 1994 during its difficult transformation. Their tireless work contributed towards South Africa's reintegration into the international political and economic system and to South Africa playing a leading role in advancing the interests of Africa and the South. It is my firm intention to continue on this course.

The Strategic Plan is informed by the Five Priority Areas of Government, the Medium Term Strategic Framework (MTSF), and, the Twelve Strategic Outcomes, to which all Government Departments must subscribe to and act upon. Of particular importance to the DIRCO is the Delivery Agreement for Outcome 11, which focuses on External Relations and is entitled: *Creating a better South Africa and Contributing to a Better and Safer Africa in a Better World*. The DIRCO is mindful of the fact that its activities are inextricably linked to South Africa's domestic priorities, that it cannot operate within a void, and that it has to present South Africa's interests professionally and effectively in an international environment that is increasingly characterised by growing competition and national interests taking precedence over the common good.

The Strategic Plan is the result of extensive and long deliberations within the DIRCO and is fully aligned to the new format prescribed by the National Treasury. The Strategic Plan is also aligned to the Four Budget Programmes of the Department:

Programme 1 : Administration  
Programme 2 : International Relations and Cooperation  
Programme 3 : Public Diplomacy and State Protocol  
Programme 4 : International Transfers

The Four Budget Programmes have served the DIRCO well over the years, but they have become dated and are no longer aligned to the expanded activities of the DIRCO. The DIRCO will engage National Treasury during the course of 2012 with the purpose of aligning the Programmes with the activities of the DIRCO. An interesting future development in the new format will be the inclusion of a Baseline column under Part B: Strategic Objective, which will reflect the current status of performance in the DIRCO. This would facilitate the tracking of progress.

Departments face growing demands to comply with good governance practices in all its facets, even more so with the introduction of the Management Performance Assessment Tool Framework (MPAT) by the Department of Performance Monitoring and Evaluation in the Presidency. The MPAT focuses on the quality of management in four key performance areas, namely: Strategic Management, Governance and Accountability, Human Resources Management and Systems, and Financial Management.

To ensure full compliance with the prescripts of MPAT and other policy directives and prescripts of Government, a new unit has been established in the Office of the Director-General entitled: Strategic Planning, Monitoring and Evaluation Management. The purpose of the unit would be to coordinate and evaluate the strategic

planning and monitoring and evaluation processes of the Department. In this regard, the unit will work closely with the various Branches and Internal Audit, as well as with external stakeholders such as National Treasury, the Department of Performance Monitoring and Evaluation and the Office of the Auditor-General.

The DIRCO will also closely examine the appropriate fit between its strategy and its organisational structure to ensure a Department that is more streamlined, cost-effective and responsive to changing needs. In the implementation of the MPAT Framework, the DIRCO will continue to implement best practices in the areas of Human Resources, Financial, Supply Chain and Asset Management. Furthermore, it will also ensure that the ICT platforms, processes and procedures are efficient and effective to ensure that they support the ever-growing communication and knowledge management needs of the DIRCO. The DIRCO will also continue, through its Diplomatic Academy, to build capacity at all levels to meet the growing demands of its international tasks, including professional language training, translation and interpretation services. The Diplomatic Academy will also provide training to officials from Africa and the developing South in accordance with South Africa's commitments. Ongoing research and analysis on global trends and their drivers will be undertaken to inform strategic policy formulation. In addition, the DIRCO will continue to advance the interests of the Youth in South Africa and in international affairs. A special unit for this purpose will be created in the Office of the Director-General. The DIRCO also intends to strengthen its spousal support programmes and to intensify its focus on employee wellness.

Giving due recognition to the fact that the DIRCO conducts its affairs and operations in a global environment far removed from the local context that governs the Public Service in general, it is intended to enhance its operational capacity in two key areas in the medium term. The DIRCO intends tabling a new bill that would repeal the African Renaissance Fund and establish a new fund, the Partnership Fund for Development. Simultaneously, the DIRCO intends to finalise the Strategic Framework and Policy Guidelines for all outgoing development co-operation, which would facilitate the operationalisation of South African Development Partnership Agency (SADPA). The DIRCO further intends to table a Foreign Service Bill to cater for the unique environment in which it operates and which would create the necessary flexibility to address the challenges posed at operational level.

The DIRCO has a proud record of achievement in multilateral organisations such as the United Nations (UN) and Bretton Woods Institutions; the Group of Twenty (G20); the African Union (AU); Southern African Development Community (SADC) and Commonwealth; in groupings of the South such as Non-Aligned Movement (NAM); Group of 77 (G77); Brazil, Russia, India, China and South Africa Forum (BRICS); India, Brazil, South Africa Dialogue Forum (IBSA); and the Indian Ocean Rim Association for Regional Co-operation (IOR-ARC); formations of the North such as the Africa-Europe Strategic Partnership; Tokyo International Conference on African Development (TICAD); India-Africa Forum; Korea-Africa Forum (KAF); and the Africa-Turkey Forum. We are fully cognisant of this remarkable track record and the great responsibility placed on the DIRCO to contribute to a better life for all

in South Africa as we pursue the high-level objectives in the Strategic Plan, 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. These objectives are supported by a fully capacitated, efficient, effective and professional Department.

The professional services of the DIRCO such as State Protocol, Public Diplomacy, Legal Services and Consular Services are indispensable in the pursuance of our foreign policy objectives and in providing quality services to the Department's political principles and South Africans in general.

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

# PART A: STRATEGIC OVERVIEW



## 1. VISION

The DIRCO's 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.

## 2. 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.

## 3. VALUES

DIRCO adheres to the following values:

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

## 4. LEGISLATIVE AND OTHER MANDATES

### 4.1. Constitutional mandates

The Constitution of the Republic of South Africa, 1996: The Constitution is the supreme law of the Republic, all law or conduct inconsistent with it is invalid and the obligations imposed by it must be fulfilled. 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, to receive Foreign Heads of Diplomatic Missions, to 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 is vested in the Parliamentary Portfolio Committee on International Relations and Cooperation.

### 4.2. Legislative mandate

*The Foreign States Immunities Act, 1981 (Act No. 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 No. 37 of 2001):* It makes provision 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 and it enacts into law certain conventions and it provides for matters connected therewith.

*The African Renaissance and International Cooperation Fund Act, 2001 (Act No. 51 of 2001):* The Act establishes an African Renaissance and International Cooperation Fund in order 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):* International Agreements concluded by the Republic of South Africa in terms of section 231(2) and 231(3) of the Constitution of the Republic of South Africa, 1996.

### 4.3. Policy mandate

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

*South African Council on International Relations (SACOIR)*, approved by Cabinet in 2011, provides a consultative platform for engagement of non-state actors on 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 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 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 Co-ordinating 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.

#### 4.4. 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 inter alia 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 have the right to request Government to provide diplomatic protection and that Government has an obligation to consider such a request. The court held as well that Government is required to act rationally and in good faith but that the failure to do so will not give rise to liability in damages resulting from the conduct of a foreign state.

#### 4.5. Planned policy initiatives

The DIRCO intends to enhance its operational capacity in two key areas in the medium term.

The first of these relates to the 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. Subsequently, the DIRCO undertook a review of the current institutional and policy arrangements for outgoing development Cooperation, conducted mainly under the current legislation (*African Renaissance and International Cooperation Fund Act, Act 51 of 2001*). The DIRCO intends tabling a new Bill for the repeal of the ARF and the establishment of a new fund, the Partnership Fund for Development. This will enhance the utility of the fund and also improve substantially and the governance of the Partnership Fund. Furthermore, the DIRCO intends finalising the Strategic Framework and Policy Guidelines for all outgoing development Cooperation, administered under the Agency.

The second policy initiative is based on the recognition that the DIRCO 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 which governs the Public Service. Hence, the DIRCO intends to table a Foreign Service Bill to cater for the unique work environment in which it operates, and which allows the DIRCO to fulfil its administrative and management responsibilities within the framework of the South African legislation, but creates the necessary flexibility to address the challenges posed by operating at a global level.

## 5. SITUATIONAL ANALYSIS

International relations are conducted against a long and rich history of diplomacy between states. Diplomatic norms and practices have been developed over the centuries across cultures and political ideologies, and are now widely accepted. 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 DIRCO is the principal adviser on foreign policy, and lead coordinator and manager of South Africa's international relations and Cooperation. Other Cabinet Ministers are required to consult the Minister of International Relations and Cooperation on their international engagements. From this practice at Cabinet level, which is a Presidential instruction, it follows that there must be a similar interaction between Departments.

### 5.1. Performance environment

South Africa conducts its foreign policy against the background of an ever-changing political and economic environment. The global environment is characterised by major shifts in global political, economic, social and cultural dynamics that impact on different 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 to global drivers and trends that are influencing the international system.

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 formations of new economic and political groupings. These new powers and groups are in the process of challenging the established political order and place pressure on international organisations to reflect new political and economic realities.

The growth of the South African economy and the African economy is increasingly linked to these emerging economic powers. The global economic crisis is accelerating 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 fluctuation and transition. Trading patterns are shifting to new markets, with a notable growth in South-South trade between the emerging economies. Regional and preferential trading arrangements are proliferating, leading to increased intra-regional trade to the exclusion of others.

Notwithstanding the global economic crisis, globalisation continues to shape the world at an accelerating pace. Governments, people, business are interlinked across the borders of the nation-state resulting in a growing inter-dependence. Unsustainable level of sovereign and private debt, global economic imbalances, climate change and insecurity are bringing the vulnerabilities of globalisation to the fore. The consequences of these realities are that the global political system and global economic system have entered a period of insecurity, uncertainty and unpredictability which complicates policy making.

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 operate. The distribution of the power of information and media has brought elements of society closer together, creating greater interdependence. The convergence of information platforms, global mass media and social networking, empowers the free flow of information and ideas which have 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.

Both natural and man-made environmental changes impact on all aspects of human development. These 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, is leading to instability, particularly in sub-Saharan Africa.

Countries dependent on oil 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 these scarce resources. This competition is having implications for global geopolitics as major powers seek to secure sustainable energy sources for their development.

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 short-term costs and long-term needs 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”.

In recent decades, the incidence of inter-state conflict has decreased, although resource-driven competition may lead to its resurgence. 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.

South Africa is implementing its foreign policy towards achieving its national interests within this very complex and dynamic environment. Central to South Africa's national interest is to address the challenge of eradicating poverty, developing its people and creating prosperity, not only in South Africa, but also in the region and Continent. Poverty and underdevelopment remain the most prevalent challenge to address.

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 success of South Africa's foreign policy is also a *sine qua non* for achieving South Africa's domestic priorities.

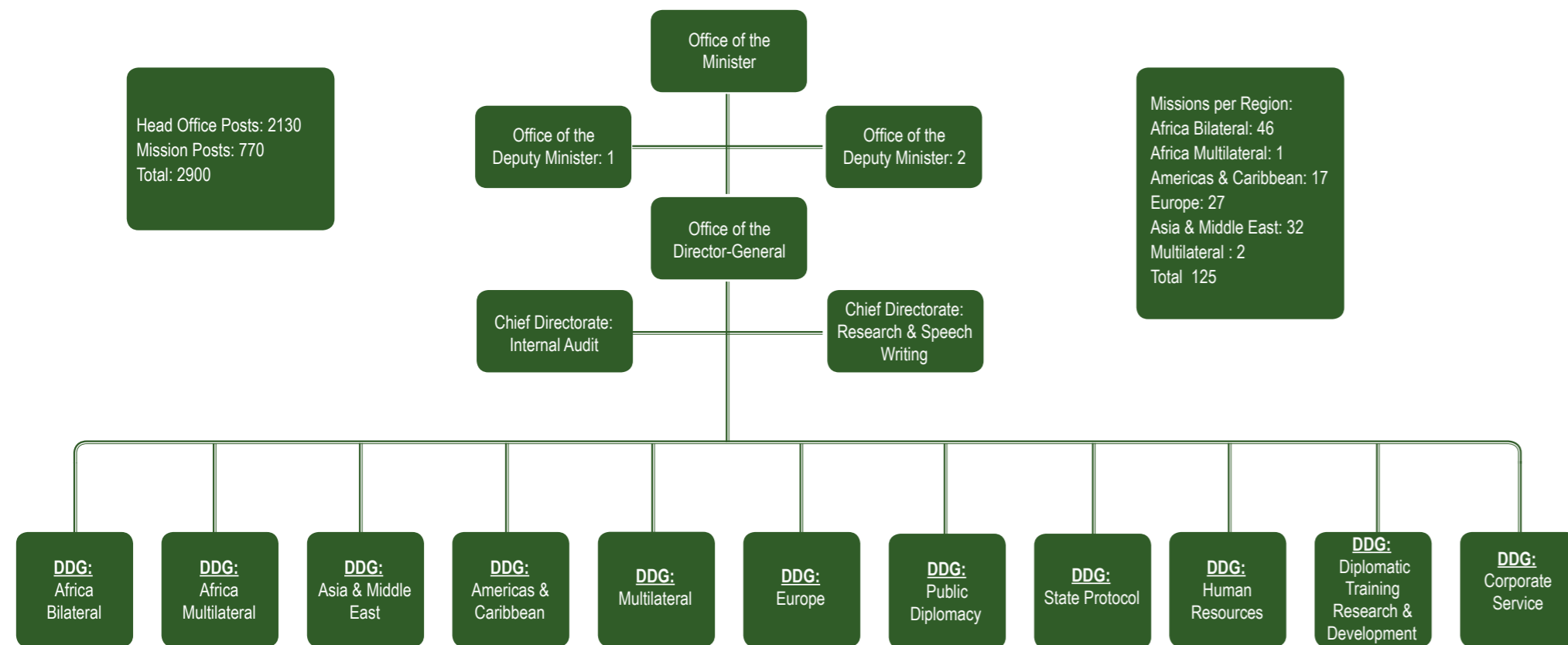
## 5.2 Organisational environment

South Africa operates in a dynamic environment that encapsulates varying legislative and monetary regimes that impact on its foreign policy operations. South Africa maintains diplomatic relations with countries and organisations through 124 missions in 107 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa. The South African diplomatic and consular missions implement South Africa's foreign policy in order to enhance its international profile, and serve as strategic mechanisms for the achievement of national interests.

The DIRCO has a total of 4,500 approved posts (Head Office and transferred staff at Missions, this number includes the Locally Recruited Personnel at the Missions). In order to deliver on its core mandate, the DIRCO structure mainly follows a regional approach.

The DIRCO organisational design is mainly structured along the key elements of job departmentalisation based on both functional and geographic forms.

## High Level Organisational Structure



## 5.3 Strategic planning process

South African 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.

- The current Strategic Plan of DIRCO reflects these enduring principles and has been formulated through the following integrated and consultative process:
- 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 (DG) and Deputy Directors-General (DDGs) 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;
- Thereafter, a team of Senior Managers, representing each Branch, headed by the Chief Director in DG's Office, consolidated the Strategic Plan;
- The Strategic Plan, after consolidation and review, was tabled at the Departmental strategic planning session comprising members of the Executive and SMS members;
- The updated document was then tabled and cleared through the Director-General's Forum (DGF) comprising the DG and all the DDGs: and
- The EMC (which comprises the Minister, Deputy Ministers, DG and DDGs) considered and approved the Strategic Plan.



## 6. STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION

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 2009 - 2014.

Strategic outcome oriented goal	Goal Statement
Creating a better South Africa and contributing to a better and safer Africa in a better world	Enhance South Africa's national interests through strengthened bilateral and multilateral engagements
	Contribute to regional and Continental security, stability and sustainable development through identified processes, debates, conferences, meetings, mediation, peace support and post-conflict and reconstruction efforts and resolutions, according to agendas and schedules of multilateral institutions and structured bilateral engagements
	Promote multilateralism through participation; adherence to decisions, resolutions and conventions; and resource commitments to secure a rules-based global system of governance responsive to the needs of Africa and developing countries

# PART B: STRATEGIC OBJECTIVES



## PROGRAMMES AND SUB-PROGRAMMES

### 7. PROGRAMME 1: ADMINISTRATION

#### **Purpose**

Develop overall policy and manage the DIRCO.

#### **Description**

Programme 1 consists of the following sub-programmes:

**The Office of the Minister and Deputy Ministers** provides planning, administrative and co-ordination support to the Minister and the Deputy Ministers in their political leadership role with regard to the formulation, promotion and execution of South Africa's foreign policy.

**The Office of the Director-General** provides strategic and administrative support to the Director-General as he assumes overall responsibility for the management of the DIRCO and ensuring that the DIRCO complies with all statutory requirements. The strategic support comprises the management of the DIRCO's strategic planning, monitoring and evaluation; risk identification; coordination of Cabinet; Parliament and Cluster related issues; Research and Speechwriting 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 Communication Technology, Consular Services and Security Services.

**Human Resources:** Seeks to provide effective, efficient and professional human resources to carry out the mandate of DIRCO through recruitment, selection, placement and induction processes, the implementation of the performance management and development system, contributing to employee wellness as well as the management and retention of talent.

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

**Internal Audit:** Provide an independent, objective assurance activity designed to add value, and to improve the DIRCO's operations by bringing a systematic and disciplined approach to the evaluation and improvement of the effectiveness of risk management, control and governance processes.

## 7.1. Strategic Objectives

Strategic objective	Objective statement	Baseline
An, efficient, effective, economical and fully capacitated department	Capacitate DIRCO through effective and efficient HR management practices	434 Vacancies (17.4% vacancy rate) 266 (88%) performance agreements submitted by SMS members Turnaround time for disciplinary cases within 90 days and grievances within 60 days
	Provide and manage a secure ICT infrastructure which delivers appropriate levels of data, confidentiality, integrity and availability according to institutional needs	Secure voice and email to identified employees
		Functional password security complexity
		Control Objectives for Information and related Technology(COBIT) IT governance
		60% ICT redundancy (Disaster Recovery Plan)
		Security and risk management capacity established
	Functional ICT systems and Operations software	
		Compliance with Cabinet Memorandum No 38A
Acquire, maintain and dispose departmental assets as per the Asset Management Plan (AMP)	Annually updated AMP	
Implement and comply with the relevant financial prescripts and other legislative requirements	90% compliance	

Strategic objective	Objective statement	Baseline	
	Render consular assistance to South Africans abroad, in compliance with international statutes and Legalisation of public documents	Compliance with the Consular Service Delivery Charter	
	Provide for the security of personnel, premises, assets and classified information against risks at all areas	60% compliance with Minimum Information Security Standards (MISS)	
	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 interests	Provide capacity building opportunities for the youth	Total Officials Trained: 3319 Bi-Annual Cadet Programme (40) Leamership (18 learners) Workplace skills developed according to Personal Development Plans Maintain ISO 9001: 2008 certification Knowledge Management portal in place
		Analyse global trends and their drivers through stakeholder engagements and inform Principals on the foreign policy implications for South Africa	Research papers produced through analysis, discussion fora, workshops and collaboration with academia and think-tanks on strategic issues in international relations. <u>Publications:</u> Burundi Lessons Learnt by South Africa A 15-Year Review Report Synthesis of 15 Year Report 2010 Annual Conference Report
		Assess, evaluate and offer recommendations for improvement on the Department's system of internal controls and governance	Internal audits conducted
		Facilitate the departmental risk assessment processes and assist in developing a risk register	
	<b>JUSTIFICATION</b>	Effective organisational planning, supported by sound financial and human resource management, is critical to the achievement of strategic objectives of DIRCO and is in accordance with the relevant legislative prescripts	
<b>LINKS</b>	Management Performance Assessment Tool Framework (MPAT)		

## 7.2. Resource Consideration

	2012/13	2013/14	2014/15
MTEF ALLOCATIONS (in billions)	1,265.3	1,313	1,387.7

## 7.3. Risk Management

RISK	MITIGATION STRATEGIES
1. Non-availability of an integrated financial management system	<ul style="list-style-type: none"> <li>- Utilisation of various systems with the relevant supervision and monitoring controls to ensure all data is securely stored and accessible</li> <li>- The Department awaits the newly built IFMS system developed and managed by SITA</li> </ul>
2. Insufficient budget allocation to achieve Departmental Priorities	<ul style="list-style-type: none"> <li>- Better alignment of strategies with resources</li> <li>- Reprioritisation of resources to reallocate to the more urgent strategies</li> </ul>
3. Outdated and inadequate knowledge and information management system	<ul style="list-style-type: none"> <li>- Master Systems Review</li> <li>- Establish a Knowledge Management System and appoint knowledge management officials</li> </ul>
4. Limited availability (skills scarcity) of appropriate human resources	<ul style="list-style-type: none"> <li>- Provide internship, learnership and cadet programmes with the aim of recruitment</li> <li>- Build internal capacity through the inclusion of skills transfer in all Service Level Agreements for outsourced services</li> <li>- Recruitment process to target required skills.</li> <li>- Provide training to achieve the strategic objectives of the Department</li> </ul>
5. Inadequate compliance with the MISS	<ul style="list-style-type: none"> <li>- Implementation of the Security Policy</li> <li>- Development of a Security Compliance Strategy</li> <li>- Implementation of the Security Plan</li> </ul>
6. Inadequate Emergency Response Capacity	<ul style="list-style-type: none"> <li>- Implementation of the Emergency Response Policy</li> </ul>

## 8. PROGRAMME 2: INTERNATIONAL RELATIONS AND COOPERATION

### **Purpose:**

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

### **Description of the programme**

The focus of international relations work relates to the following key priority areas; 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; and Strengthen Political and Economic Relations.

**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 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 inter-governmental fora.

The strengthening of the AU and its structures is a strategic priority in deepening the continental integration process. In addition, the role of regional economic communities (RECs) 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 (APRM), which is important to assist the Continent to consolidate democracy and meet universally-accepted standards of participatory democracy. It is essential that the Joint AU/NEPAD Africa Action Plan (AAP) 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 the socio-economic development on the African continent. One of the key vehicles for the disbursement of development funding is the ARF. DIRCO is seized with 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 framework for the establishment of SADPA has been finalised and work is underway to develop an operating framework for SADPA.

**Strengthen Political and Economic Integration of SADC:** The integration of SADC remains critical for the economic development of the region and for South Africa's global competitiveness. 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.

**Strengthen South-South Relations:** 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, under-development 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.

**Strengthen Relations with Strategic Formations of the North:** South Africa will utilise bilateral and multilateral engagements to consolidate and strengthen relations with organisations of the North to advance and support national priorities, the African Agenda and the developmental Agenda of the South.

**Participate in the Global System of 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 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 international relations policy therefore recognises that in order 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 to translate strategies, action plans and other commitments made at major UN Summits and Conferences into concrete actions and to achieve the agreed upon international development goal (IDGs), including the Millennium Development Goals (MDGs), to advance global security, sustainable development and human rights.

**Strengthen Political and Economic Relations:** Bilateral political and economic agreements 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 priority needs of Africa (such as NEPAD) 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. Marketing and branding initiatives aim to portray South Africa as a stable democracy, a safe investment destination and a reliable trading partner.

**Sub-programmes** (for the purpose of the strategic plan the sub-programmes will denote Branches)

The delivery of Programme 2 is through the following sub-programmes, reflected by the Branches which are based on a regional and multilateral approach.

Sub-programme Africa Bilateral and Africa Multilateral: Realise regional and continental security, stability and sustainable development through strengthening bilateral relations, entrenchment of good governance, democracy and human rights on the African continent, contributing to Peace Missions and Post-Conflict Reconstruction and Development (PCRD), strengthening AU and its structures, strengthening of governance and capacity in SADC, advancing regional economic integration in SADC and between SADC, the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA). These objectives link to the strategic objectives of: *Enhanced African Agenda and Sustainable Development; Strengthen Political and Economic Integration of SADC, Strengthen South-South Relations, Participate in the Global System of Governance and Strengthen Political and Economic Relations.*

Sub-programmes Americas and the Caribbean; Asia & 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; Foreign Direct Investment (FDI) with technology transfers into value-added industries and mineral beneficiation; increased inbound tourism; and skills enhancement. These objectives link to the strategic objectives of: *Strengthen South-South Relations; Strengthen Relations with strategic Formations of the North; and Strengthen Political and Economic Relations.*

Sub-programme Multilateral: Contribute to the strengthening of the rules-based multilateral system and the advocating for the reform of global governance institutions and their secretariats to better address the needs of developing countries and to advance positions of the South, particularly Africa, with regard to security, sustainable development and human rights. These objectives link to the strategic objectives of: *Strengthening AU and its structures; Strengthen South-South Relations; Strengthen Relations with Strategic Formations of the North; and Participate in the Global System of Governance.*

## 8.1. Strategic Objectives

Strategic objective	Objective statement	Baseline
Enhanced African Agenda and sustainable development	Promote democracy, good governance, human rights, peace and security, and sustainable development in the African continent through identified processes, debates and resolutions, according to agendas and schedules of multilateral institutions	Membership of Organs of the UN; the AU and its Structures; SADC and the Southern African Customs Union (SACU)
	Contribute through participation, deployment of personnel and annual financial contribution, to the strengthening of mechanisms and structures of the African Union	Participate in the AU Assembly, Executive Council, Peace and Security Council  Two seconded and five elected South Africans deployed to the AU Commission
	Advance the implementation of NEPAD programmes related to priority sectors and support the Presidential Infrastructure Championship Initiative	Joint AU/NEPAD Africa Action Plan 2010-2015 and PIDA (Programme for Infrastructure Development in Africa) as adopted by the AU Assembly in 2010
	Contribute to the peaceful resolution of conflicts, Peace Missions and Post-Conflict Reconstruction and Development (PCRD)	Member of AUPSC, Chair of AU Ministerial Committee on PCRD in Sudan
	Provide technical and development Cooperation through capacity building, skills transfer and project funding to identified countries	IBSA Trust Fund ARF
<b>JUSTIFICATION</b>	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda as the key to Africa taking its rightful place in the international system	
Strengthen political and economic integration of SADC	Contribute human and financial resources through SADC structures, initiatives, programmes and processes to strengthen political cohesion and stability	SADC Free Trade Agreement (FTA) signed. Tripartite FTA principle agreement. SACU Agreement signed. Strategic Indicative Plan of the Organ (SIPO) signed.
	Contribute through SADC processes to create an enabling environment supportive of economic integration and the effective functioning of SACU	Regional Indicative Strategic Development Plan (RISDP) signed
<b>JUSTIFICATION</b>	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda within the SADC region	
Strengthen South – South relations in order to advance the development agenda	Contribute to the consolidation of relations amongst countries of the South, through the development of common positions and initiatives on political, economic and social issues	Participation in Summits, Ministerial Conferences and Senior Officials Meetings of Organisations and Groupings of the South
	Engage identified organisations and formations of the South in order to promote the attainment of the Millennium Development Goals (MDGs) and other agreed International Developmental Goals (IDGs)	Participation in Summits, Ministerial Conferences and Senior Officials Meetings of NAM; G77; IBSA; BRICS; IOR-ARC; NAASP; CARICOM; FOCAC; Africa-India Forum; Africa-Turkey Forum; Africa South America Forum; African, Caribbean and Pacific States (ACP); Commonwealth

Strategic objective	Objective statement	Baseline
<b>JUSTIFICATION</b>	The coherent and focused promotion of South Africa's national priorities and interests through advancing the African Agenda and the Agenda of the South	
Strengthen relations with strategic Formations of the North in order to advance national priorities and the Development Agenda of the South	Engage with groupings of the North to promote national priorities, the African Agenda and the Agenda of the South through dialogue and participation at summits, ministerial and senior officials meetings	Participation in Summits, Ministerial Conferences and Senior Officials Meetings of TICAD; South Africa-EU Strategic Partnership; AGOA; G20; G8; OECD; World Economic Forum (WEF)
	<b>JUSTIFICATION</b>	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
Participate in the global system of governance to enhance international responsiveness to the needs of developing countries and Africa in particular through a reformed and strengthened rules-based multilateral system	Contribute to the peaceful resolution of international conflicts with the centrality of the UN Charter and the principles of international law	Current resolutions and initiatives on conflict areas  Assessed contributions to UN peace keeping operations  Contribute human and other resources to UN peace support operations
	Contribute towards global peace and security, political and socio-economic stability, sustainable development and the promotion of human rights within a rules-based multilateral system through identified processes, debates and resolutions, according to agendas and schedules of multilateral institutions	Current resolutions and outcomes documents of major international processes  Assessed membership contributions to global governance institutions
	Advocate for the reform of global governance institutions and their secretariats to better address the needs of developing countries	Current resolutions on reform of the UN General Assembly (UNGA), UN Security Council (UNSC), Economic and Social Council of UN (ECOSOC), Bretton Woods Institutions
	Provision of legal services 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	2408 bilateral treaties and 596 multilateral treaties on record in the South African Treaty Register
<b>JUSTIFICATION</b>	The coherent and focused promotion of South Africa's national priorities and interests, the African Agenda and the Agenda of the South within a rules-based global system of governance	

Strategic objective	Objective statement	Baseline
Strengthen political, economic and social relations to advance South Africa's national priorities	Consolidate and strengthen bilateral political and economic relations through utilising structured bilateral mechanisms and high level engagements to pursue national priorities	Structured Bilateral Mechanisms (Binational Commission (BNCs); Joint Commission for Cooperation (JCCs); JMCs; Partnership Forums (PFs) Two-way visits at the level of Head and Deputy Head of State, Ministers and Deputy Ministers
<b>JUSTIFICATION</b>	The coherent and focused promotion of South Africa's national priorities and interests through establishing and managing bilateral structures and mechanisms for achieving foreign policy objectives	
<b>LINKS</b>	The Medium Term Strategic Framework; Priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11; Cabinet approved <i>Guidelines for the Enhanced Coordination of South Africa's International Engagements</i>	

## 8.2. Resource Considerations

	2012/13	2013/14	2014/15
<b>MTEF ALLOCATIONS (in billions)</b>	<b>2,802.5</b>	<b>3,095.4</b>	<b>3,276.4</b>

## 8.3. Risk Management

RISK	MITIGATION STRATEGIES
Non-adherence by the three spheres of government to the "Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements"	Implementation at Ministerial and Senior Officials level through existing Cluster and other structures Enforcement of the "Measures and Guidelines"
Shifting of international focus away from Africa to other pressing international issues	Strengthen advocacy role in multilateral fora and through bilateral engagements
Impact of domestic financial situation on human and financial resources	Focus on key priority areas and structures of DIRCO by reprioritising the allocation of resources
Growing tendency to undermine the influence of the rules-based multilateral institutions	Work towards harmonisation of the agendas of bilateral and multilateral fora through the development of common positions and initiatives
Lack of coherence on African positions	Strengthen advocacy role in multilateral fora and through bilateral engagements

## 9. PROGRAMME 3: PUBLIC DIPLOMACY AND STATE PROTOCOL

**Purpose:** Communicate South Africa's role and position in international relations in the domestic and international arenas. Provide protocol services.

### Description of the programme

Programme 3 consists of the following sub-programmes:

**Sub-programme: Public Diplomacy** promotes a positive projection of South Africa's image, communicates foreign policy positions to both domestic and foreign audiences, and market and brand South Africa by utilising public diplomacy platforms, strategies, products and services.

**Sub-programme: State Protocol** facilitates incoming and outgoing high level visits, ceremonial 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.

### 9.1. Strategic Objectives

Strategic objective	Objective statement	Baseline
Provide strategic public diplomacy direction nationally and internationally	Create a comprehensive understanding and appreciation of what the South Africa brand stands for to promote South Africa's foreign policy and values	Multimedia productions in support of the work of DIRCO and its principals
<b>JUSTIFICATION</b>	Public Diplomacy strategies, platforms, products and programs with the aim to enhance the understanding of South Africa's foreign policy to all stakeholders including national and international audiences.	
<b>LINKS</b>	Programme 1: Administration and Programme 2: International Relations and Cooperation	

Strategic objective	Objective statement	Baseline
Provide effective State Protocol services	Facilitate international visits, ceremonial events and international conferences	320 International visits facilitated
	Provide Protocol advice and support to the various spheres of government	142 Provincial and Local Government visits facilitated
	Manage the State Protocol Lounges and Guesthouses	Number of visitors managed at: ORTIA Lounge 19,486 Cape Town 9,239 King Shaka 2,724
		Issued 9,425 Diplomatic Permits
	Regulates engagement with the local diplomatic community and facilitate the accreditation of Heads of Diplomatic and Consular Missions	312 Foreign Missions and International Organisations regulated according to Diplomatic Immunities and Privileges (DIAP) Act and Policy
<b>JUSTIFICATION</b>	Coordinated and regulated activities of the accredited diplomatic corps in terms of South Africa's obligations as directed by the <i>Vienna Convention on Diplomatic Relations of 1961</i> and DIAP Act and Policy in support of South Africa's foreign policy goals. Protocol is also in attendance during incoming and outgoing Heads of State/Government 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	
<b>LINKS</b>	Programme 1: Administration and Programme 2: International Relations and Cooperation	

## 9.2. Resource Considerations

	2012/13	2013/14	2014/15
<b>MTEF ALLOCATIONS (in billions)</b>	<b>R223.1</b>	<b>R238.7</b>	<b>R252.5</b>

## 9.3. Risk Management

RISK	MITIGATION STRATEGIES
Divergent views emanating from South Africa on foreign policy	Stronger interdepartmental co-ordination on international relations activities
Unco-ordinated international visits by different spheres of government	Enhanced planning and coordination Strengthen the role of CFIR in coordination of visits

## 10. PROGRAMME 4: INTERNATIONAL TRANSFERS

### **Purpose:**

Fund membership fees and transfers to international organisations.

### **Description of the programme**

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

### 10.1. Strategic Objectives

Strategic objective	Objective statement	Baseline R000
Strengthen multilateralism through financial contributions	Payments of SA contributions to international organisations in full and on time	R828 225
<b>JUSTIFICATION</b>	Promotion of a more efficient, transparent and service-orientated Secretariat better able to respond to the mandates given by the Member States, especially increased support to African development challenges and the particular needs of poor and vulnerable countries of the South	
<b>LINKS</b>	Programme 2 – Enhanced African Agenda and Sustainable Development; Strengthen South - South Relations and Global Governance	

## 10.2. Resource Considerations

	2012/13	2013/14	2014/15
<b>MTEF ALLOCATIONS (in billions)</b>	<b>R 809.9</b>	<b>R 873.9</b>	<b>R 922.8</b>

## 10.3. Risk Management

RISK	MITIGATION STRATEGIES
Foreign exchange fluctuations	ENE, MTEF and Adjustment Estimate process

# PART C: LINKS TO OTHER PLANS



## 11. LINKS TO LONG-TERM AND INFRASTRUCTURE AND OTHER CAPITAL PLANS

The geographically decentralised and complex nature of DIRCO places high demands on 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 who have representation abroad. Currently, South Africa is represented in 107 countries globally and conducts business through 124 diplomatic and consular missions.

Within the Property & Facilities Management Portfolio, the focus is on two distinct areas namely a) the management of the local property portfolio (referring to properties within the RSA); and b) the management of the international property portfolio (referring to properties outside of the South Africa). This includes managing its Head Office building in Pretoria; State Protocol lounges at the three International Airports in Johannesburg, Cape Town and Durban; two diplomatic guest houses; as well as local office accommodation for the UN, the Pan African Parliament (PAP), the NEPAD Planning and Coordinating Agency (NPCA) and the APRM Secretariat.

For Missions abroad, three types of accommodation are provided namely –

**Chanceries or office accommodation.** This is the accommodation from which the Mission conducts its 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.** These residences are used by the Head of Mission for official entertainment and representational functions, as well as serves as his or her personal residence whilst 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 efficiencies.

**Staff housing for all transferred staff,** including staff from partner departments, 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 MTSF period, embark on condition assessments and valuations of all its properties to inform future renovation projects. Special attention will be paid to the maintenance of state-owned properties. The overall property maintenance strategy and individual maintenance plans for all state-owned properties will guide DIRCO's efforts in this regard.

Project Name	Programme	Country	Project description / Type of Structure	Outputs	Estimated Project cost	Expenditure to date if any	Project Duration	
							Start	Finish
<b>New and replacement assets</b>								
Dar es Salaam, Chancery construction	Capital	Tanzania	Construction of Chancery	Functional office space	R 49.5mil	R 1.2 mil	2007/08	2014/15
Lilongwe, Chancery and Staff Housing construction	Capital	Malawi	Construction of Chancery and Staff housing	Functional office space and 3 staff houses	R 68.8mil	R 4 mil	2007/08	2014/15
Standard Chancery and Official Residence (OR) design project	Capital		Development of standard Chancery and Official Residence design	Standard design for Chanceries and Official Residences	R 800 000.00	R 0	2012/13	2012/13
Kigali, Chancery and Official Residence (OR) construction	Capital	Rwanda	Construction of Chancery and Official Residence	Functional office space and Official Residence	R 49.8mil	R 500 000.00	2007/08	2016/17
Mbabane, Staff housing construction	Capital	Swaziland	Construction of staff housing	8 staff houses	R 70 mil	R 2.8 mil	2007/08	2016/17
Mbabane, Chancery construction	Capital	Swaziland	Construction of Chancery	Functional office space	R 39 mil	R 0	2007/08	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 costed	R 0	2013/14	2016/17



Project Name	Programme	Country	Project description / Type of Structure	Outputs	Estimated Project cost	Expenditure to date if any	Project Duration	
							Start	Finish
<b>New and replacement assets</b>								
Dakar, Chancery construction	Capital	Senegal	Construction of Chancery	Functional office space	Project not yet costed	R 0	2014/15	2016/17
Bamako, Chancery, Official Residence (OR) and staff housing construction	Capital	Mali	Construction of Chancery, Official Residence and staff housing	Functional office space and Official Residence	Project not yet costed	R 0	2014/15	2016/17
Montevideo, Staff housing construction	Capital	Uruguay	Construction of staff house	1 staff house	R 4.5mil	R 0	2016/17	2016/17
Property acquisition in Tokyo	Capital	Japan	Chancery	New Chancery	Project not yet costed	R 0	2012/13	2016/17
Property acquisition in New York	Capital	United States of America	Chancery	New Chancery	Project not yet costed	R 0	2012/13	2016/17
Property acquisition in Luanda	Capital	Angola	Chancery	New Chancery	R120 million	R 0	2012/13	2016/17
Property acquisition in Lagos	Capital	Nigeria	Chancery	New Chancery	R60 million	R 0	2014/15	2014/15
Property acquisition in Beijing	Capital	China	Chancery	New Chancery	R125 million	R 0	2015/16	2015/16
Property acquisition in Mumbai	Capital	India	Chancery	New Chancery	R105 million	R 0	2012/13	2016/17
Property acquisition in Nairobi	Capital	Kenya	Chancery	New Chancery	R70 million	R 0	2016/17	2016/17
Property acquisition in Cairo	Capital	Egypt	Chancery	New Chancery	R45 million	R 0	2016/17	2016/17
Acquisition of 100 year lease for Chancery in London	Capital	United Kingdom	Crown land on which the Chancery is situated	100 year lease agreement	R100 million	R 0	2016/17	2016/17
<b>Total new and replacement assets</b>								
<b>Maintenance and Repairs</b>								
All State-owned properties are maintained annually from operational funds allocated to individual missions. At present, the Government owns 25 Chanceries, 1 Consulate, 35 Official Residences, 66 staff houses, 16 plots of vacant land and 1 parking bay								

<b>Total maintenance and Repairs</b>								
<b>Upgrades and additions</b>								
Washington, Refurbishment of Chancery	Capital	U.S.A.	Refurbishment of Chancery	Functional office space	R 153 mil	R 15 mil	2008/09	2013/14
London, Refurbishment of Official Residence (OR)	Capital	UK	Refurbishment of Official Residence (OR)	Renovated Official Residence (OR)	R 45.5 mil	R 205 000.00	2010/11	2012/13
Juba, Refurbishment of Chancery	Capital	South Sudan	Refurbishment of Chancery	Functional office space	R 82.044 mil	R 1.9 mil	2010/11	2015/16
Copenhagen, Refurbishment of Chancery and Official Residence (OR)	Capital	Denmark	Refurbishment of Chancery and Official Residence (OR)	Functional office space and renovated Official Residence (OR)	R 35 mil	R 500 000.00	2008/09	2014/15
Paris, Refurbishment of Chancery and Official Residence	Capital	France	Refurbishment of Chancery and Official Residence (OR)	Functional office space and renovated Official Residence (OR)	R 75 mil	R 0	2012/13	2015/16
Tel Aviv, Refurbishment of Official Residence (OR)	Capital	Israel	Refurbishment of Official Residence (OR)	Renovated Official Residence (OR)	R 2.5 mil	R 0	2011/12	2011/12
The Hague, Refurbishment of Chancery, Consulate and Official Residence (OR)	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 (OR) and staff residence	R 132 million	R 250 000.00	2009/10	2014/15
Brasilia, Refurbishment of Chancery and Staff housing	Capital	Brazil	Refurbishment of Chancery and staff houses	Functional office space and renovated staff houses	R 20 million	R 120 000.00	2006/07	2013/14
Berne, Refurbishment of Official Residence (OR)	Capital	Switzerland	Refurbishment of Official Residence (OR)	Renovated Official Residence (OR)	R 1.5 mil	R 0	2011/12	2011/12

Project Name	Programme	Country	Project description / Type of Structure	Outputs	Estimated Project cost	Expenditure to date if any	Project Duration	
							Start	Finish
<b>New and replacement assets</b>								
Sao Paulo, Refurbishment of Chancery	Capital	Brazil	Refurbishment of Chancery	Functional office space	R 7.5 mil	R 0	2011/12	2015/16
Tokyo, Refurbishment of Official Residence (OR)	Capital	Japan	Refurbishment of Official Residence (OR)	Renovated Official Residence (OR)	R 42million	R 2.2 mil	2008/9	2012/13
Munich, Refurbishment of Official Residence (OR)	Capital	Germany	Refurbishment of Official Residence (OR)	Renovated Official Residence (OR)	R 1 mil	R 0	2011/12	2011/12
Rome, Refurbishment of Chancery and Official Residence (OR)	Capital	Italy	Refurbishment of Chancery and Official Residence (OR)	Functional office space and renovated Official Residence (OR)	R 4.7 mil	R 0	2011/12	2012/13
London, Refurbishment of Chancery	Capital	United Kingdom	Refurbishment of Chancery	Functional office space	R 100 mill	R 0	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 (OR) and staff housing	Functional office space and renovated Official Residence (OR) and staff housing	R 20 mil	R 0	2014/15	2016/17
New York, Refurbishment of Official Residence (OR) of the Consul General	Capital	U.S.A.	Refurbishment of Official Residence (OR) of the Consul General	Renovated Official Residence (OR)	R 5 mil	R 0	2015/16	2015/16

Project Name	Programme	Country	Project description / Type of Structure	Outputs	Estimated Project cost	Expenditure to date if any	Project Duration	
							Start	Finish
<b>New and replacement assets</b>								
Harare, Refurbishment of Chancery	Capital	Zimbabwe	Refurbishment of Chancery	Functional office space	R 10 mil	R 0	2014/15	2015/16
Maputo, Refurbishment of Chancery, Official Residence and staff compound	Capital	Mozambique	Refurbishment of Diplomatic Compound – which includes Chancery, Official Residence (OR) and staff housing	Functional office space and renovated Official Residence (OR) and staff housing	R 50 mil	R 0	2014/15	2017/18
Lisbon, Refurbishment of Chancery and Official Residence (OR)	Capital	Portugal	Refurbishment of Chancery and Official Residence (OR)	Functional office space and renovated Official Residence (OR)	R 15 mil	R 0	2015/16	2016/17
Tehran, Refurbishment of Official Residence (OR)	Capital	Iran	Refurbishment of Official Residence (OR)	Renovated Official Residence (OR)	R 2.5 mil	R 0	2016/17	2016/17
Brasilia, Refurbishment of Official Residence (OR)	Capital	Brazil	Refurbishment of Official Residence (OR)	Renovated Official Residence (OR)	R 2.5 mil	R 0	2015/16	2015/16
Luanda, Refurbishment of Official Residence (OR)	Capital	Angola	Refurbishment of Official Residence (OR)	Renovated Official Residence (OR)	R 3.5 mil	R 0	2011/12	2011/12
Vienna, Refurbishment of Chancery	Capital	Austria	Refurbishment of Chancery	Functional office space	R 10 mil	R 0	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:  
2012/13: R 206 985 000.00  
2013/14: R 202 919 000.00  
2014/15: R 213 994 000.00

## 12. PUBLIC-PRIVATE PARTNERSHIPS

Name of PPP	Purpose	Outputs	Current Value of agreement (R thousand)	Date when agreement expires
Head Office accommodation for the DIRCO	Financing, design, construction, operation and maintenance of a Head Office and Guest House Facilities  Financing design renovation and structural maintenance of state-owned Guest House 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): R 101 million per annum  Unitary Fee escalates with CPI annually  2011/12 FY Unitary fee: R167 525 070 (incl VAT) per annum	September 2034



*The Department of International Relations  
and Cooperation (the dirco)*

*OR Tambo Building  
460 Soutpansberg Road  
Rietondale  
PRETORIA  
0084  
Republic of South Africa*

*Private Bag X152  
PRETORIA  
0001  
Republic of South Africa  
Tel: +27 12 351 1000 (switchboard)  
www.dirco.gov.za*

## GLOSSARY OF TERMINOLOGY

### African Agenda

South Africa's future is inextricably linked to that of Africa. The Continent is therefore the corner stone 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 which are: 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 co-operation through international partnerships in support of Africa's development; and develop regional economic communities (REC's) as the building blocs for Continental economic development and integration.

### AUPCRD Committee on Sudan

The African Union Post-Conflict Reconstruction and Development (PSRD) Ministerial Committee for the Sudan was established in July 2003, in order to facilitate PCRDR 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, amongst others. South Africa conducts its diplomatic relations through 124 Missions in 107 countries under the control of the DIRCO.

### Strengthen relations

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

### State Visit

Structured Bilateral Mechanisms and the daily activities of diplomatic missions.

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 characterized 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 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, to exchange information and ideas, to discuss technical issues, to negotiate and draft agreements and communiqués/declarations, to 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 a 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 co-operation, etc. Ministers and Senior Officials of DIRCO 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 Commission (BNC), Joint Commission, Partnership Forum, Policy Dialogue Forum, Policy Forum, etc. The meetings usually alternate between the countries concerned and can take place every six months, annually and in certain cases every two years, depending on the importance of the issues on the agenda and the availability of the relevant Ministers and Senior Officials. The Structured Bilateral Mechanism is one of the most important and valuable foreign policy instruments for the 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. The 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 organizations 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 to limit 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 advancement 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	Africa Action Plan
ABET	Adult Basic Education and Training
APP	Annual Performance Plan
ACP	African, Caribbean and Pacific States (see CPA)
AGOA	African Growth Opportunity Act
AMP	Asset Management Plan
ARF	African Renaissance and International Cooperation Fund
APRM	African Peer Review Mechanism
ASEAN	Association of South East Asian Nations
AU	African Union (formerly OAU)
AUPSC	African Union Peace and Security Council
AUSAID	Australian Government Overseas Aid Programme

### B

BNC	Binational Commission
BRICS Formation	Brazil, Russia, India, China and South Africa Formation

### C

CARICOM	Caribbean Community
CHOGM	Commonwealth Heads of State and Government Meeting
CIDA	Canadian International Development Agency
COMESA	Common Markets for Eastern and Southern Africa
COP17/CMP7	17th Conference of the Parties to the UN Framework Convention on Climate Change and the 7th Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol
CSP	Comprehensive Strategic Partnership

### D

DBSA	Development Bank of Southern Africa
DDG	Deputy Director-General
DDR	Doha Development Round
DFID	Department for International Development (UK)
DG	Director-General
DGF	Director-General's Forum
DoD	Department of Defence
DOT	Department of Transport

DIAP	Diplomatic Immunities and Privileges
DIRCO	Department of International Relations and Cooperation
DMC	Departmental Management Committee
DPSA	Department of Public Service and Administration
DRC	Democratic Republic of Congo
DST	Department of Science and Technology
DTRD	Diplomatic Training, Research and Development
DWG	Development Working Group
<b>E</b>	
ECOSOC	Economic and Social Council (UN)
EAC	East African Community
EMC	Executive Management Committee
ENE	Estimate of National Expenditure
EU	European Union
EWC	Employee Wellness Centre
<b>F</b>	
FDI	Foreign Direct Investment
FOCAC	Forum on China-Africa Co-operation
FTA	Free Trade Agreement
FY	Financial Year
<b>G</b>	
G8	Group of eight (USA, UK, Germany, Italy, France, Russia, Japan, Canada)
G20	Group of Twenty
G77	Group of 77 (and China)
GA	General Assembly (United Nations)
GCC	Gulf Co-operation Council
GDP	Growth Domestic Product
<b>H</b>	
HOM	Head of Mission
<b>I</b>	
IAEA	International Atomic Energy Agency
IBSA	India, Brazil, South Africa Dialogue Forum

IBSA Fund	IBSA Facility for Poverty and Hunger Alleviation
ICT	Information and Communications Technology
ICTS Cluster	International Cooperation, Trade and Security Cluster
IDGs	International Development Goals
IOR-ARC	Indian Ocean Rim Association for Regional Co-operation
<b>J</b>	
JBC	Joint Bilateral Commission
JCC	Joint Commission for Cooperation
<b>K</b>	
KAF	Korea-Africa Forum
KPCS	Kimberley Process Certification Scheme
<b>L</b>	
LDC	Least Developed Countries
<b>M</b>	
MDG	Millennium Development Goals
MERCOSUR	Southern Common Market (Argentina, Brazil, Paraguay, Uruguay)
MISS	Minimum Information Security Standards
MoU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
<b>N</b>	
NAASP	New Asian African Strategic Partnership
NAM	Non-Aligned Movement
NEPAD	New Partnership for Africa's Development
NPCA	Nepad Planning and Coordinating Agency
NPT	Nuclear non-Proliferation Treaty
NZAID	New Zealand Aid Programme
<b>O</b>	
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
ORTIA	OR Tambo International Airport

**P**

PAP	Pan African Parliament
PCRD	Post-Conflict Reconstruction and Development
PF	Partnership Forum
PMDS	Performance Management and Development System
PPP	Public Private Partnership
PRAU	Policy Research and Analysis Unit
PSC	Peace and Security Council (AU)
PSCBC	Public Service Co-ordinating Bargaining Council

**R**

RECs	Regional Economic Communities
RISDP	Regional Indicative Strategic Development Plan
ROSA	Registration of South Africans Abroad

**S**

SACOIR	South African Council on International Relations
SACU	Southern African Customs Union (SA, BLSN)
SADC	Southern African Development Community
SADPA	South African Development Partnership Agency
SAPS	South African Police Service
SIPO	Strategic Indicative Plan of the Organ
SITA	State Information Technology Agency
SME	Small and Medium-sized Enterprises
SMS	Senior Management Service
SSR	Security Sector Reform

**T**

TCEM	Technical Committee of Experts Meeting
TDCA	Trade and Development Co-operation Agreement (with EU)
TICAD	Tokyo International Conference on African Development
TISA	Trade and Investment South Africa
TRIPS	Trade Related aspects of Intellectual Property Rights

**U**

UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNEG	UN Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA.	United Nations Population Fund
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees

**W**

WB	World Bank
WEF	World Economic Forum
WFP	World Food Programme
WSP	Workplace Skills Plan
WTO	World Tourism Organisation
WTO	World Trade Organisation



NOTES

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

NOTES

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

