The National Development Plan (NDP) is an overarching vision of the South Africa we aspire to achieve by 2030. In this context, our foreign policy is predicated on the country’s domestic imperatives. We endeavour to address the triple challenges of poverty, inequality and unemployment through the implementation of an independent foreign policy within a highly dynamic and greater complex international environment.

The Department of International Relations and Cooperation (DIRCO) will build on the achievements we have recorded since the dawn of democracy 22 years ago. This momentum will drive us in our quest towards the realisation of the NDP Vision 2030 and its development trajectory. We commit to do so, well aware of the challenging environment within which foreign policy is implemented.

We are required by the NDP to build a resilient economy which will contribute towards creating a working nation in order to narrow and eventually eliminate the gap between rich and poor. It must be stated that our national priorities as contained in the NDP are inextricably linked to the aspirations of the African continent, hence our continued commitment to implement the New Partnership for Africa’s Development (NEPAD) priority programmes and projects.

Our global footprint enables us to further strengthen our bilateral relations and identify new areas of cooperation with host countries. Accordingly, South Africa will continue to implement its economic diplomacy strategy aimed at promoting the country as a trade and investment destination, thereby attracting foreign direct investment and boosting its tourism sector, among others.

Further, bilateral economic and political relations are very important in the pursuit of programmes and projects. We are conscious of the inherent delays due to national processes which could not be surmounted. We are confident that the launch of the SADC-Common Market for Eastern and Southern Africa-East Africa Community Free Trade Area in June 2015 has provided the requisite impetus to speed up regional integration and build momentum towards continental integration. It is our collective regional responsibility to ensure political stability in order to boost regional economic prosperity.

Furthermore, the conduct of our international relations encompasses engagements with foreign governments, citizens and non-state actors at various levels such as bilateral state-to-state and multilateral relations. However, our international relations work is centred on the conduct of our bilateral political and economic relations which involve all spheres of government and related non-state actors. In this regard, South Africa will continue to strengthen political and economic relations with a view to address its domestic challenges and pursue continental aspirations.

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Similarly, Agenda 2033 requires collective efforts to strengthen the organs of the AU, particularly the commission, which should be empowered to play a central role in the implementation of this continental development plan. South Africa believes that Agenda 2033 can be realised not only in conditions of peace and security but also within an environment which entrenches good economic and political governance. In this regard, the African Peer Review Mechanism (APRM) must be utilised to assist member states to promote good governance within their borders. We will continue to urge countries which have not yet acceded to the APRM to do so.

The continent has come a long way in finding solutions to its own challenges. Efforts to establish the African Standby Force (ASF), which will replace the African Capacity for Immediate Response to Crises, are advancing steadily. This follows the AMANI Africa Field Training Exercise II, held on South-African soil in 2015 to test the readiness of our forces prior to the launch of the ASF. South Africa is committed to the AU’s resolve to silence the guns by 2020 and believes that this is achievable if we act collectively.

The department’s efforts to establish the South-African Development Partnership Agency to coordinate South Africa’s outgoing development assistance are at an advanced stage. We are conscious of the inherent delays due to national processes which could not be surmounted. South Africa pursues the African Agenda, conscious that the Global System of Governance is not efficient and representative of all the people and demographics of the continent.

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world. The United Nations (UN) does not mirror the current global political and economic configuration.

While these are issues that require long-term engagements, we were satisfied by the outcomes of the December 2015 UN Climate Change Conference, held in Paris, which will enable us to deal with pressing climate issues. It is important that the Paris Agreement is implemented without delay, considering the threat to human life erratic and persistent weather conditions have already posed.

In 2015, South Africa participated in the drafting and adoption of the sustainable development goals (SDGs). It is heartening to reflect that the 17 SDGs are not only linked to Agenda 2030 but are also mirrored in the NDP. We must, however, underscore that socio-economic development, be it at regional and or international level, will be undertaken in a democratic environment which responds to the need of the people. The UN’s current form is undemocratic and unrepresentative of the aspirations of its membership, particularly the poor and the marginalised. We continue to advocate for its reform because of the necessity to restore the organisation’s legitimacy and boost its effectiveness in addressing challenges facing humanity.

We attach great importance to our cooperative partnerships with countries of the South. South Africa shares a history of solidarity and current developmental challenges with most African countries and the global South. South-South cooperation remains critical for advancing our collective aspirations.

Our historic partnerships with countries of the South have been further entrenched with the establishment of the Brazil, Russia, India, China and South Africa (BRICS) New Development Bank (NDB) in 2015. We shall spare no energy in ensuring that the NDB commences with its operations in the future. The bank will assist developing countries to implement identified projects and fund them on their own terms and conditions. In this regard, Africa will gain access to resources for the implementation of NEPAD priority projects such as infrastructure, information and communications technology, water and sanitation, industrialisation and beneficiation, among others.

Our resolve to strengthen relations with strategic partners of the North in order to pursue the African Agenda and the Agenda of the South cannot be overemphasised. In this regard, strategic partners of the North are well placed to assist us in narrowing the gap between the rich North and the poor South with a view to diminish the two extremes in the long term. We will continue to participate in formations such as the European Union-Africa Partnership and the Group of G20.

South Africa remains committed to providing assistance to developed countries, particularly in the European region in dealing with the challenges posed by the influx of immigrants onto their shores. It must be underscored that efforts will be directed to address push factors while strategies are being employed to manage the immediate challenges of migration.

The country has recorded considerable foreign policy strides over the past 22 years; however, more still needs to be done. It is therefore important that the department continues to further entrench communication with our domestic and foreign audiences to ensure that they appreciate the strides we are making in the purview of our work.

In 2015, I launched the South African Council on International Relations (SACOIR), which brings together a wide range of non-state actors in the field of international relations. SACOIR began its work in earnest and by the end of last year, it had started providing DIRCO with valuable foreign policy advice. I am looking forward to the council’s continued assistance in future.
FOREWORD

I am honoured to present the Revised Strategic Plan 2015 – 2020 of the Department of International Relations and Cooperation (DIRCO). The Strategic Plan is predicated on the National Development Plan (NDP), which serves as the Government’s overarching plan and trajectory of where South Africa wishes to be by 2030. The key elements of the NDP are further outlined in the 2014 – 2019 Medium-Term Strategic Framework (MTSF), which seeks to detail the current Administration’s areas of policy implementation and focus over the medium-term period.

The MTSF consists of 14 strategic outcomes and DIRCO is required to deliver on 11 of these outcomes, which explore the implications of South Africa’s foreign policy, to work towards “Creating a Better South Africa and Contributing to a Better and Safer Africa in a Better World”. The Revised Strategic Plan 2015 – 2020 was developed taking into account the unpredictable nature of the international environment. The department spent a considerable amount of time and energy in identifying inherent risks as well as mitigation strategies to leverage existing opportunities.

In 2015, we completed the implementation of the department’s realigned structure, which enables us to further ensure value for money and effective implementation of the department’s mandate. In this context, the department has strengthened its mandate as set out in the department’s strategic objectives. The NDP emphasises the need to build a resilient economy. As a result, the department’s mandate is focused on the National Development Plan (NDP), which serves as the Government’s overarching plan and trajectory of where South Africa wishes to be by 2030. The key elements of the NDP are further outlined in the 2014 – 2019 Medium-Term Strategic Framework (MTSF), which seeks to detail the current Administration’s areas of policy implementation and focus over the medium-term period.

In this regard, DIRCO’s strategic objectives, which were reconsidered and approved by the political principals, are focused on:

1. Strengthen Political and Economic Relations
2. Strengthen South-South Relations
3. Strengthen Political and Economic Integration of the Southern African Development Community
4. Enhanced African Agenda and Sustainable Development
5. Strategic Relations with Strategic Formations of the North
6. Participate in the Global System of Governance
7. Strengthen Partnerships with the BRICS
8. Strengthen Partnerships with the IBSA
9. Strengthen Partnerships with the Non-Aligned Movement; Group of 77; Brazil, Russia, India, China and South Africa (BRICS); India-Africa Forum; Korea-Africa Forum; the Africa-Turkey Forum; and India, Brazil and South Africa (IBSA).

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OFFICIAL SIGN-OFF

It is hereby certified that the Strategic Plan:

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

Chief Financial Officer:
Deputy Director-General:
Mr C Ramashau

Head Official responsible for Planning:
Chief Operations Officer: Ambassador E Saley

Accounting Officer:
Director-General:
Ambassador J Matjila

Approved by:
Executive Authority:
Minister Maite Nkoana-Mashabane
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Public-private partnerships
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The Department of International Relations and Cooperation (DIRCO) vision is championing an African continent which is prosperous, peaceful, democratic, non-racial, inclusive and free and which aspires to a world that is just and equitable.

2 Mission

DIRCO’s mission is to formulate, coordinate, implement and manage South Africa’s foreign policy and international relations programmes, and to protect South Africa’s national interest and values and the African Renaissance (and create a better world for all).

3 Values

DIRCO adheres to the following values:

• Patriotism
• Ubuntu
• Loyalty
• Dedication
• Integrity
• Batho Pele
• Liberty

Constitutional Values (Chapter 10).

3. Values

4 Legislative mandates

The Foreign States Immunities Act, 1961 (Act 87 of 1961). This Act regulates the extent of the immunity of those persons who have been designated by the President as heads of South Africa’s diplomatic missions, receive foreign heads of diplomatic missions, conduct South Africa’s foreign policy and it is the President’s prerogative to appoint heads of 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(2)(c) of the Public Service Act, 1994 (Act 103 of 1994), so as to provide for matters connected therewith.

The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001). This Act provides for the immunities and privileges of diplomatic missions and consular post and their members. The Act regulates, where necessary, the actions of certain representatives of the United Nations and its specialised agencies, and other international organisations and of certain other persons. Provision is also made for the protection and security of diplomatic missions and consular posts outside South Africa.


International agreements (multilateral and bilateral). These include international agreements concluded by the Republic of South Africa in terms of sections 23(2) and 23(3) of the Constitution of the South Africa, 1996.

4.3 Policy mandates

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

The South African Council on International Relations (SACOIR), approved by Cabinet in 2005, provides a consultative platform for engagement of non-state actors in South Africa with regard to development cooperation and the Partnership Fund. SACOIR is tasked to promote and coordinate development cooperation programmes.

The African Renaissance and International Cooperation Fund Act, 2001 (Act 51 of 2001), provides the legal authority for establishing the agency for the purpose of managing and implementing the African Renaissance and International Cooperation Fund (ARF) to enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, socio-economic development and integration, humanitarian assistance and human resource development.

International relations are conducted against a long and rich history of diplomacy. Diplomatic norms and practices that have developed across cultures and over time provide the basis for understanding international relations. South Africa therefore actively promotes and contributes to the development of international norms and practices to address the challenges faced by states. The South Africa’s foreign policy is the product of its constitutional and legal framework, its negotiated approach to international relations, its recognition of the critical role of foreign policy to meet domestic priorities, and its adherence to the principles of the African Renaissance. South Africa’s foreign policy is guided by its commitment to the principles enshrined in the United Nations Charter and its observance of international law and the principles of human rights.

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

A current and relevant judgment was handed down by the Supreme Court of Appeal of South Africa in Government of the Republic of South Africa & Others v Von Abo 2011 (5) SA 262 (SCA), the court was, among other things, called upon to consider whether South African citizens merely had the right to request government officials to act in the national interest and in good faith that the failure to do so would not give rise to liability in damages resulting from the conduct of a state.

4.5 Planned policy initiatives

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

• The first of these relates to policy development in relation to outgoing development cooperation.

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The second policy initiative is based on the recognition that the department conducts a affairs and international relations programme which is often very different and diverse from the policy content within South Africa that governs the Public Service. Hence, the department has tabled the Foreign Service Bill (FSB) to cater for the unique work environment in which it operates, which allows the department to fulfil its administrative and management responsibilities within the framework of South African legislation, but creates the necessary flexibility to address the challenges posed by it operating at a global level. The FSB was tabled and approved by Cabinet in August 2015 and has been submitted to Parliament for the required consultation and legislative approval.

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The Minister assumes overall responsibility for all aspects of South Africa’s international relations in consultation with the President. The department is the principal adviser on foreign policy and lead negotiator on South Africa’s major international agreements and cooperation. ORDCO coordinates the international relations activities of all spheres of government through direct vertical and horizontal relationships such as in intergovernmental and the Coordinating Committee for International Relations.

5.1 Performance environment

South Africa’s foreign policy is therefore conducted not only against the background of domestic dynamics, but within an ever-changing regional and global political as well as economic environment. Emerging markets accounted for more than half of global gross domestic product (GDP) growth in South Africa and international political groupings that promote collective strength in challenging unfair trade regimes.

Globalisation continues to shape the world at an accelerating pace. Governments, people and business are interacting across the borders of nation-states, resulting in a growing interdependence. Unequalising levels of sovereign and private debt, global economic inequalities and income change are discussed on an ever-increasing scale worldwide. The rise of emerging powers and the increasing trend of political, economic and social change are in a state of transition. Trading patterns show a shift to new markets, with a notable increase in South-South trade between the emerging economies. Furthermore, the effects of climate change have profound implications for the sustainability of vital natural resources, infrastructures, services and the labour market. Considering the fact that climate change influences both the world and the South African poor, the latter are more vulnerable to challenges brought about by global climate change. Climate change continues to impact negatively on African economies. In this regard, the African poor are exposed to climate change-related hazards in the areas of agriculture and water supply. Climate-related affects affect production negatively, resulting in the low production of annual crops such as cereals and cotton, or perennial crops like coffee, fruit and vegetables. The African economies are therefore amongst Africa and South Africa, but within an ever-changing regional and global political as well as economic environment. Emerging markets accounted for more than half of global gross domestic product (GDP) growth in South Africa and international political groupings that promote collective strength in challenging unfair trade regimes.

The promotion and preservation of international peace remains an important prerequisite in our national interest. Resolving conflicts and political disputes requires negotiation, mediation and arbitration services based on the principle of “common but differentiated responsibilities”.

A lack of adequate infrastructure and industrial capacity remains a significant obstacle to the economy. South Africa needs to develop plans and policies that will enhance the development of local industries and promote foreign direct investment. The government also needs to work towards establishing a competitive environment that will attract foreign investment. A lack of adequate infrastructure and industrial capacity remains a significant obstacle to the economy. South Africa needs to develop plans and policies that will enhance the development of local industries and promote foreign direct investment. The government also needs to work towards establishing a competitive environment that will attract foreign investment.

The Tripartite Free Trade Area initiative therefore covers 26 African countries, representing more than half of Africa’s continent. A lack of adequate infrastructure and industrial capacity remains a significant obstacle to the economy. South Africa needs to develop plans and policies that will enhance the development of local industries and promote foreign direct investment. The government also needs to work towards establishing a competitive environment that will attract foreign investment.

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

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

In this uncertain global environment, in which there is a growing emphasis on pursuing national interests at the expense of the global good, there are greater demands on DIRCO’s human and financial resources. The NDP recommended a thorough analysis of the political and economic costs and benefits of South Africa’s strategic representation and actions abroad. In this interconnected global village, the success of South Africa’s foreign policy is also the sine qua non for achieving South Africa’s domestic priorities.

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 125 missions in 107 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa. Our diplomatic and consular missions implement South Africa’s foreign policy to enhance its international profile, and serve as strategic mechanisms for the achievement of national interests. In addition, training and policy analysis remain of strategic importance for the execution of DIRCO’s mandate. DIRCO is in the process of implementing its newly aligned organisational structure, to enable the department to be in a position to achieve its strategic objectives.
5.3 Strategic planning process

South Africa’s presidents and ministers have enunciated the principles underlying South Africa’s foreign policy since 1994 in various fora, including the State of the Nation addresses.

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

- the NDP, which outlines Government’s 2030 Vision
- the Cabinet’s MTSF document formed the high-level anchor around which the Strategic Plan was developed
- the national priorities also informed the development of the Strategic Plan
- priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11
- high-level guidance provided by the President, Cabinet and the Executive Authority of DIRCO
- the Director-General and deputy directors-general of DIRCO provided more detailed and specific strategic guidance and input after a Director-General’s Forum Strategic Planning Session
- the 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 sub-outcomes of Outcome 11 were aligned
- considering the feedback provided by the Department of Performance Monitoring and Evaluation on the first draft.

6. Strategic outcome-oriented goals of the institution

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

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

<table>
<thead>
<tr>
<th>Strategic outcome-oriented goal</th>
<th>Goal statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>To create a better South Africa and contribute to a better and safer Africa in a better world</td>
<td>Protect, promote and advance South Africa’s national interests and constitutionally entrenched values through bilateral and multilateral engagements</td>
</tr>
<tr>
<td></td>
<td>Contribute to continental and global development, security and human rights for all through identified processes, mediation, peace support, post-conflict reconstruction efforts of multilateral institutions, structured bilateral mechanisms and multilateral engagements</td>
</tr>
<tr>
<td></td>
<td>Promote international cooperation and the development of an equitable and rules-based system of global governance responsive to the needs of Africa and developing countries</td>
</tr>
</tbody>
</table>
PART B
PROGRAMME AND SUB-PROGRAMME PLANS
7.1 Strategic objectives

<table>
<thead>
<tr>
<th>Strategic objective</th>
<th>Objective statement</th>
<th>Baseline</th>
<th>2020 target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOUND RESEARCH AND ANALYSIS</strong></td>
<td>To effectively and efficiently manage research resources through compliance with prescripts in support of the department’s strategic objectives</td>
<td>Qualified audit</td>
<td>Qualification audit</td>
</tr>
<tr>
<td><strong>CORPORATE SERVICES</strong></td>
<td>To provide an integrated ICT infrastructure that enables delivery of the Information and Communications Systems (ICS) to support the departmental and government objectives</td>
<td>97% of network connectivity availability</td>
<td>100% of network connectivity availability</td>
</tr>
<tr>
<td><strong>DIPLOMATIC TRAINING, RESEARCH AND DEVELOPMENT</strong></td>
<td>To deliver quality training for the development of highly capable and professional diplomats from South Africa and other countries of the South in pursuit of South Africa’s national interest</td>
<td>Three training programmes accredited (Foreign Assistant Diploma, Mission Administration Course and Diplomats’ Training)</td>
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</tr>
</tbody>
</table>

Justification

Effective management of acquired personnel, real estate, information and communications systems, infrastructure and information and communications systems.

**Strategic Plan 2015 – 2020
Department of International Relations and Cooperation**
7. Resource consideration

7.2. Resource consideration

National priorities, the African Agenda and the Agenda of the South.

7.3. Risk management

8. PROGRAMME 2: INTERNATIONAL RELATIONS

8.1. Strategic objectives

Strategic objective  Objective statement  Baseline 2020 target

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

8.2. Strategic objectives

Programme: Africa; Americas and the Caribbean; Asia; and the Middle East, and Europe

Strategic objective: Objective statement

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

5.1.1. Strengthen political and economic integration of SADC

Objectives:
- To contribute to SADC processes to create an environment that supports political and economic integration and the effective functioning of the regional organisations
- To enhance coordination of South Africa’s international engagements resulting in uncoordinated non-adherence by the three spheres of government to the Measures and Guidelines for the NDP:

Justification:
- To achieve the coherent and focused promotion of South Africa’s national priorities and interests through advancing the African Agenda within the SADC region to strengthen SADC’s political and economic integration

MTEF Allocations (in billions)
- 2016/17: 3,083.1
- 2017/18: 2,939.7
- 2018/19: 3,019.0

Department of International Relations and Cooperation

Revised Strategic Plan 2015 – 2020

Risk Mitigation Strategies
- Implement a focused regional integration strategy.
- Secure regional integration, cooperation and development.
- Functioning of the regional organisation and economic integration and the effective enabling environment supportive of political

Baseline
- 2016/17: 80% of outcomes of six SADC structures reflecting bilateral engagements
- 2017/18: 80% of outcomes of identified SADC structures and processes reflecting South Africa’s national interests

8.2. Resource Consideration

8.3. Risk Management

Mobilisation Strategies:
- Support for 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.
- Strengthen the policy framework with Africa’s Vision 2063 to contribute to the socio-economic development of the African continent.
- South Africa will continue to play a leading role in conflict prevention, peacekeeping, peacebuilding and post-conflict reconstruction.
- To achieve this, bilateral and multilateral branches will engage through structured mechanisms and intergovernmental fora.
- Strengthening the African Union (AU) and its structures is a strategic priority in deepening the continental integration process.
- The coherent and focused promotion of South Africa’s national priorities and interests through advancing the African Agenda within the SADC region to strengthen SADC’s political and economic integration.
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8.3. Risk Management

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- The coherent and focused promotion of South Africa’s national priorities and interests through advancing the African Agenda within the SADC region to strengthen SADC’s political and economic integration.
**Sub-programme: System of Global Governance**

**Strategic objective**: Advocate for the reformation and strengthening of the global system of governance and its effectiveness, and to participate in multilateral and intergovernmental fora in the advancement of peace, prosperity and social justice.

**Baseline**

- Processes and decisions at meetings of the UN Security Council, the Organisation of African Unity and the Board of Directors of the UN and the World Bank Group.
- Implementation of outcomes from UN General Assembly and Security Council meetings that are related to South Africa’s national interests.
- Resolutions and outcomes at major international conferences and summits reflect South Africa’s national interests.

**2020 target**

- 80% of outcomes from identified meetings reflecting South Africa’s national interests.

**JUSTIFICATION**

The coherent and focused promotion of South Africa’s national priorities and interests through the advancement of the African Agenda.

**LINKS**

- Participation at UN and AU structures to promote peace and stability, socio-economic stability and effective implementation of human rights, good governance and democracy on the continent.
- Participation at the conferences and meetings of multilateral institutions, particularly the structures of the AU, inclusive of the APRM, the UN and the BRICS group, the Conference of States Parties and the Board of Directors of the UN and the World Bank Group.
- Participation in UN peace missions, election observer missions and UN Peace Missions.

**Strategic objective**: To contribute to the peaceful resolution of international conflicts in line with the UN Charter and the principles of international law.

**Baseline**

- Participation in UN and AU structures to promote peace and stability, socio-economic stability and effective implementation of human rights, good governance and democracy on the continent.
- Participation at the conferences and meetings of multilateral institutions, particularly the structures of the AU, inclusive of the APRM, the UN and the BRICS group, the Conference of States Parties and the Board of Directors of the UN and the World Bank Group.
- Participation in UN peace missions, election observer missions and UN Peace Missions.

**2020 target**

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**JUSTIFICATION**

The coherent and focused promotion of South Africa’s national priorities and interests through the advancement of the African Agenda.

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- Participation in UN peace missions, election observer missions and UN Peace Missions.

**Sub-programme: Continental Cooperation**

**Strategic objective**: South Africa’s foreign relations and diplomacy must be informed by the strategic interplay between political, economic, security, environmental and human dimensions. Prioritising South Africa’s foreign relations and diplomacy is central to global, political and economic competition for natural resources and market share.

**Baseline**

- Participation at UN and AU structures to promote peace and stability, socio-economic stability and effective implementation of human rights, good governance and democracy on the continent.
- Participation at the conferences and meetings of multilateral institutions, particularly the structures of the AU, inclusive of the APRM, the UN and the BRICS group, the Conference of States Parties and the Board of Directors of the UN and the World Bank Group.
- Participation in UN peace missions, election observer missions and UN Peace Missions.

**2020 target**

- 80% of outcomes from identified meetings reflecting South Africa’s national interests.

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The coherent and focused promotion of South Africa’s national priorities and interests through the advancement of the African Agenda.

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- Participation in UN peace missions, election observer missions and UN Peace Missions.
Sub-programme: South-North Cooperation

Strategic objective: Objective statement and baseline

To leverage relations with the North in advancement of national and continental priorities, as well as the interests of the South

South Africa promoted the African Agenda and Agenda of the South through strategic engagements with the North.

Strategic objective: Objective statement and baseline

To pursue a developmental agenda approach with strategic formations of the North

South Africa promoted the African Agenda and Agenda of the South through identified engagements with formations of the North.

90% of outcomes of identified summits and high-level meetings reflecting South Africa’s national interests

Justification

The coherent and focused promotion of South Africa’s national priorities and interests through advancing the African Agenda and the Agenda of the South through engagements with the strategic formations of the North

Links

NDP: South Africa must institute aggressive trade and foreign investment policies to place the country on a more competitive path.

9.2. Resource consideration

<table>
<thead>
<tr>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTEF allocations (in millions)</td>
<td>579.3</td>
<td>565.4</td>
</tr>
</tbody>
</table>

9.3 Risk management

Risk: Lock of domestic strategic coordination in spending in the international environment

Implementation and enforcement of reference and benchmarks for the institutionalisation of South Africa’s international Engagement as mandated and senior officials even through existing cluster and other structures

Establishment of interdepartmental consultation mechanisms on identified issues

Strengthen coherence through targeted agenda-setting and advocacy in multilateral fora and through bilateral engagements

Global economic crisis and slow down, resulting in reduced investment markets

Multilateral partnerships

- high-level engagements
- leadership roles in multilateral organisations

Complex threats to international and regional peace and security including transnational crimes, terrorism and violent extremism and weapons of mass destruction

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Department of International Relations and Cooperation

11. PROGRAMME 4: PUBLIC DIPLOMACY AND STATE PROTOCOL

Purpose:

Communicate South Africa’s role and position in international relations in the domestic and international arenas. Provide protocol, ceremonial and consular services.

Description:

Programme 4 consists of the following sub-programmes:

- Public Diplomacy
- State Protocol

11.1 Strategic objectives

Sub-programme: Public Diplomacy

Strategic objective: Objective statement and baseline

A better understanding and awareness of South Africa’s foreign policy through targeted public diplomacy partnerships and platforms

The Annual Public Diplomacy Strategy identifies which partnerships and platforms should be utilised to promote South Africa’s foreign policy through targeted public diplomacy partnerships and platforms

Responded to six requests for the development of communication strategies

1 Public Participation Programme events were undertaken to enhance understanding of foreign policy

Complete perception study

Justification

Public Diplomacy strategies, platforms, practices and programmes with the aim to enhance understanding of South Africa’s foreign policy among all stakeholders, including national and international audiences.

Links

NDP: Public Diplomacy is fundamental to South Africa’s promotion of soft power

Programme 4: Public Diplomacy and State Protocol

Purpose:

Communicate South Africa’s role and position in international relations in the domestic and international arenas. Provide protocol, ceremonial and consular services.

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Sub-programme: Public Diplomacy

Strategic objective: Objective statement and baseline

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Links

NDP: Public Diplomacy is fundamental to South Africa’s promotion of soft power
10.2 Strategic objectives

Sub-programme: State Protocol

Strategic objective | Objective statement | Baseline 2020 target
---|---|---
Professional state protocol and consular services | To provide professional State Protocol and Consular services and a conducive environment for the facilitation of state events, visits and diplomatic accreditation | Provided protocol services for 148 state and ceremonial events, during 26 incoming and 44 outgoing state and official visits and nine international conferences. Provided support for 185 outgoing and six incoming visits for provincial and local government. 1,047 of requests for consular assistance responded to and 43,793 documents processed and legalised. | 100% of requested state protocol and consular services provided as per Service Delivery Charter.

JUSTIFICATION

Coordinated and regulated activities of the accredited Diplomatic Corps in terms of South Africa’s obligations as directed by the Vienna Convention on Diplomatic Relations of 1961; Vienna Convention on Consular Relations of 1963; the Diplomatic Immunities and Privileges Act of 2001; and policy in support of South Africa's foreign policy goals. State Protocol is also responsible for incoming and outgoing heads of state/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.

LINKS


10.3 Resource consideration

MTEF allocations (in millions)

<table>
<thead>
<tr>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>252.1</td>
<td>266.1</td>
<td>288.1</td>
</tr>
</tbody>
</table>

10.4 Risk management

RISK | MITIGATION STRATEGIES
---|---
Divergent views emanating from South Africa on foreign policy | Stronger interdepartmental coordination on international relations activities.

11.1 Strategic objectives

Programme 5: International Transfers

Purpose:

Fund membership fees and transfers to international organisations.

Description:

Provide for South Africa’s contributions with regard to membership of international organisations such as the UN, AU and SADC. It also provides for transfers to the African Renaissance and International Co-operation Fund.

11.2 Resource consideration

MTEF (in millions)

<table>
<thead>
<tr>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>515.5</td>
<td>621.1</td>
<td>667.4</td>
</tr>
</tbody>
</table>

11.3 Risk management

RISK | MITIGATION STRATEGIES
---|---
Foreign-exchange fluctuations | Estimates of National Expenditure, MTEF and Adjustment Estimate process.
PART C

LINKS TO OTHER PLANS
1. Links to long-term and infrastructure and other capital plans

Introduction

The geographically decentralised and complex nature of the Department of International Relations and Cooperation (DIRCO) places high demands on the department for the provision of accommodation, facilities, goods and services that allow optimal efficiency and effectiveness in the execution of its mandate.

DIRCO operates both in South Africa and in various countries abroad. Apart from providing for its own needs, DIRCO is also responsible for facilitating the provision of accommodation and movable assets for partner departments which have representation abroad. Currently, South Africa is represented in 106 countries globally and conducts business from 125 diplomatic and consular missions.

Within the Property and Facilities Management Portfolio, the focus is on two distinct areas, namely the management of the local property portfolio (referring to properties within South Africa) and the management of the international property portfolio (referring to properties outside South Africa). This includes managing its Head Office building within South Africa) and the management of the international property portfolio (referring to properties abroad. Currently, South Africa is represented in 106 countries globally and conducts business from 125 diplomatic and consular missions.

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 type of structure cost date if any Start Finish departmental standards. DIRCO will, during the Medium Term Strategic Framework period, embark on condition assessments and valuations of all its properties to inform future renovation projects. Special attention will be paid to the maintenance of state-owned properties. The overall property maintenance strategy and effectiveness in the execution of its mandate.

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

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

<table>
<thead>
<tr>
<th>Project name</th>
<th>Programmes</th>
<th>Country</th>
<th>Project description</th>
<th>Estimated project Expenditure to Project duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancery construction</td>
<td>Capital</td>
<td>Tanzania</td>
<td>Construction of Chancery</td>
<td>R4 mil</td>
</tr>
<tr>
<td>Chancery and Staff housing</td>
<td>Capital</td>
<td>Tanzania</td>
<td>Construction of Chancery and Official Residence</td>
<td>R82 mil</td>
</tr>
<tr>
<td>Staff housing</td>
<td>Capital</td>
<td>Sri Lanka</td>
<td>Construction of staff housing</td>
<td>R25 mil</td>
</tr>
<tr>
<td>Chancery</td>
<td>Capital</td>
<td>Malawi</td>
<td>Construction of Chancery</td>
<td>R70 mil</td>
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<td>Chancery and Staff housing</td>
<td>Capital</td>
<td>Malawi</td>
<td>Construction of Chancery and Official Residence and staff housing</td>
<td>R39 mil</td>
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</tbody>
</table>

Revised Strategic Plan 2015 – 2020
Department of International Relations and Cooperation

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Revised Strategic Plan 2015 – 2020
Department of International Relations and Cooperation

39
<table>
<thead>
<tr>
<th>Location</th>
<th>Type of Project</th>
<th>Details</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kigali, Official Residence</td>
<td>Construction of Official Residence</td>
<td>Project not yet costed</td>
<td>0.00</td>
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<tr>
<td>Capetown</td>
<td>Maintenance, staff housing construction</td>
<td></td>
<td>0.00</td>
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<tr>
<td>Capital Chancery and Official Residence</td>
<td>Standard design for new and existing official residences</td>
<td>BRL 500.000</td>
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<tr>
<td>New York</td>
<td>Property acquisition in Lagos</td>
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<td>New York</td>
<td>Property acquisition in Beijing</td>
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<td>New York</td>
<td>Property acquisition in Mumbai</td>
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<td>New York</td>
<td>Property acquisition in Nairobi</td>
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<td>New York</td>
<td>Property acquisition in Cairo</td>
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<td>New York</td>
<td>Property acquisition in London</td>
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<td>New York</td>
<td>Project acquisition in New York</td>
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<td>New York</td>
<td>Total new and replacement assets</td>
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<td></td>
<td>Maintenance and repairs</td>
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<tr>
<th>Location</th>
<th>Type of Project</th>
<th>Details</th>
<th>Cost</th>
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<tr>
<td>Kigali, Official Residence</td>
<td>Capital</td>
<td>Description</td>
<td>Value</td>
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<tr>
<td>Capital Denmark</td>
<td>Refurbishment of Chancery and staff housing</td>
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<td>R 7.7 mil</td>
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<td>Capital France</td>
<td>Refurbishment of Chancery, Consulate building as conversion of the Consul-General Official Residence and staff housing</td>
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<td>R 2,5 mil</td>
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<td>Capital Israel</td>
<td>Refurbishment of Chancery and staff housing</td>
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<td>Capital The Netherlands</td>
<td>Refurbishment of Chancery and staff housing</td>
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<td>R 11,5 mil</td>
</tr>
<tr>
<td>Capital Brazil</td>
<td>Refurbishment of Diplomatic Compound, which includes the Chancery Office and staff housing</td>
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<td>R 4,7 mil</td>
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<tr>
<td>Capital Congo</td>
<td>Refurbishment of Diplomatic Compound, which includes the Chancery Office and staff housing</td>
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<td>Capital United Kingdom</td>
<td>Refurbishment of Diplomatic Compound, which includes the Chancery Office and staff housing</td>
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<td>R 20 mil</td>
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<tr>
<td>Capital Germany</td>
<td>Refurbishment of Diplomatic Compound, which includes the Chancery Office and staff housing</td>
<td></td>
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<tr>
<td>Capital USA</td>
<td>Refurbishment of Diplomatic Compound, which includes the Chancery Office and staff housing</td>
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<td>R 132 mil</td>
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<tr>
<td>Capital Rwanda</td>
<td>Refurbishment of Diplomatic Compound, which includes the Chancery Office and staff housing</td>
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<td>R 20 mil</td>
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<tr>
<td>Capital Uruguay</td>
<td>Refurbishment of Diplomatic Compound, which includes the Chancery Office and staff housing</td>
<td></td>
<td>R 2452 533.00</td>
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</tbody>
</table>
Buenos Aires, refurbishment of Chancery and Official Residence

Capital: Argentina
Rehabilitation of Chancery and Official Residence
Functional office space and renovated Official Residence
R25 mil
2018/19
2019/20

Harare, refurbishment of Chancery and Official Residence

Capital: Zimbabwe
Rehabilitation of Chancery and Official Residence
Functional office space
R15 mil
2017/18
2018/19

Maputo, refurbishment of Chancery, Official Residence and staff compound

Capital: Mozambique
Rehabilitation of Chancery, Official Residence and staff compound, which includes Chancery Office, Official Residence and staff housing
Functional office space and renovated Official Residence
R50 mil
2017/18
2018/19

Lisbon, refurbishment of Chancery and Official Residence

Capital: Portugal
Refurbishment of Chancery and Official Residence
Functional office space and renovated Official Residence
R15 mil
2018/19
2019/20

Tehran, refurbishment of Official Residence

Capital: Iran
Refurbishment of Official Residence
Renovated Official Residence
R2.5 mil
2019/20
2020/21

Brasilia, refurbishment of Official Residence

Capital: Brazil
Refurbishment of Official Residence
Renovated Official Residence
R2.5 mil
2019/20
2020/21

Vienna, refurbishment of Chancery

Capital: Austria
Refurbishment of Chancery

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

Total: R528 mil

Note: The above infrastructure plan has been based on the following capital baselines received from the National Treasury:
2015/16: R213,838,000.00
2016/17: R223,701,000.00
2017/18: R223,701,000.00

2. Public entity reporting to the Minister

Name of public entity

African Renaissance and International Cooperation Fund

Mandate

African Renaissance and International Cooperation Fund: To enhance cooperation between the Republic and other countries, in particular African countries through the promotion of democracy, good governance, the prevention and resolution of conflict, promotion of peace and security, regional integration, humanitarian assistance and human resource development

Outputs

Achievement of development and the enhancement cooperation between the Republic and other countries in:
• promote democracy and good governance
• contribute to prevention and resolution of conflict
• support socio-economic development and integration
• provide humanitarian assistance

Current annual budget (R thousands)

42

Note: The above infrastructure plan has been based on the following capital baselines received from the National Treasury:
2015/16: R213,838,000.00
2016/17: R223,701,000.00
2017/18: R223,701,000.00

3. Public-private partnerships (PPPs)

Name of PPP

Head Office accommodation for DIRCO

Purpose

Financing, design, construction, operation and maintenance of Head Office and guest house facilities

Current value of agreement (R thousand)

2015/16: R101,000,000.00
2016/17: R223,701,000.00
2017/18: R223,701,000.00

Note: The above infrastructure plan has been based on the following capital baselines received from the National Treasury:
2015/16: R213,838,000.00
2016/17: R223,701,000.00
2017/18: R223,701,000.00
Strengthen relations

Bilateral relations

Bilateral relations are mainly conducted through formally accredited missions that conduct their diplomatic relations through 125 missions in 107 countries under the control of the Department of International Relations and Cooperation (DIRICO). These relations cover a wide spectrum such as political, economic, science and technology, defence, consular and development cooperation, among others. South Africa engages with all countries, including those with which it does not have formal diplomatic relations. Official visits and state visits are the most common ways in which governments engage with each other to discuss technical issues, negotiate and draft agreements and/or other high-level decisions. They usually comprise sub-committees or technical committees dealing with issues such as global governance, Africa, strengthening trade and investment relations, tourism promotion, science and technology cooperation, etc. Ministers and senior officials of departments concerned usually co-chair these sub-committees. Structured bilateral mechanisms are co-chaired by the President downwards to the level of senior officials. These meetings usually meet under various designations such as informal consultations, joint consultations, partnership fora, policy dialogue fora, policy fora, etc. The meetings usually alternate between the countries concerned and can take place every six months, annually and in certain cases every two years, depending on the importance of the issues on the agenda and the availability of the relevant ministers and senior officials. Structured bilateral mechanisms is one of the most important and valuable foreign policy instruments for DIRICO to coordinate South African positions and activities towards a particular country and to advance South Africa’s key priorities.

Early Warning

A system of multilateral and regional agreements that provide for inclusive and equal participation by all states.

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 region and issues of global concern. This multilateral rules-based system is the main counterbalance to unilateral and collective actions undertaken by big and powerful states that exclude small and medium states such as South Africa.

African Agenda

South Africa’s future is intrinsically linked to that of Africa. The continent is therefore the first priority of South Africa’s foreign policy. The concept and term “African Agenda” has been developed to describe the principal mission understanding South Africa’s foreign policy for the near future 23 years. This African Agenda rests on five key pillars: contribute to regional and continental peace, security, stability and livelihood development through the African Union/advance Africa’s socio-economic development through the New Partnership for Africa’s Development; strengthen effective governance through mechanisms such as the African Peer Review Mechanism; seek cooperation through international partnerships in support of Africa’s development and development regional economic communities as the building blocks for continental economic development and integration.

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<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAP</td>
<td>African Action Plan</td>
</tr>
<tr>
<td>AMISOM</td>
<td>African Union Mission to Somalia</td>
</tr>
<tr>
<td>ARF</td>
<td>Asian Regional Forum</td>
</tr>
<tr>
<td>NASP</td>
<td>New Africa-Asia Strategic Partnership</td>
</tr>
<tr>
<td>SAPDRF</td>
<td>South Africa Development Partnership Fund</td>
</tr>
<tr>
<td>NAASP</td>
<td>New Africa-Asia Strategic Partnership</td>
</tr>
<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>AU</td>
<td>African Union</td>
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<tr>
<td>ECDI</td>
<td>Economic Commission for Developing Countries</td>
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<td>OPEC</td>
<td>Organization of the Petroleum Exporting Countries</td>
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<td>WTO</td>
<td>World Trade Organization</td>
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<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
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<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
<tr>
<td>G77</td>
<td>Group of 77 (plus China)</td>
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<tr>
<td>UNCTAD</td>
<td>United Nations Conference on Trade and Development</td>
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<tr>
<td>ODI</td>
<td>Overseas Development Institute</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<tr>
<td>UNEF</td>
<td>United Nations Environment Programme</td>
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<td>OSCE</td>
<td>Organisation for Security and Co-operation in Europe</td>
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<td>UNRWA</td>
<td>United Nations Relief and Works Agency</td>
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<td>OSCE</td>
<td>Organisation for Security and Co-operation in Europe</td>
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<td>International Labour Organization</td>
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<td>G20</td>
<td>Group of Twenty</td>
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<td>UCT</td>
<td>University of Cape Town</td>
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<td>OAS</td>
<td>Organization of American States</td>
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<td>WFP</td>
<td>World Food Programme</td>
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