Analyse
Assess
Activate
Strategic & Technical Advisory
National Treasury
REPUBLIC OF SOUTH AFRICA

2020

An analysis of the key cost drivers of Foreign Missions' on DIRCO's budget

STUDENT NAME: MHLOPHE MERCY AND PHILLIP BUSISIWE

CLUSTER: ADMINISTRATIVE SERVICES

NATIONAL TREASURY

SAVINGS@WORK
GOVERNMENT SPENDING REVIEWS

Executive Summary

There is no way of evaluating value for money, and justification for the current 125 missions as there is no mechanism in place to assess and determine if the current missions add value. Furthermore, most decisions made about missions in terms of their strategic importance tends to be a political decision, which might not yield any monetary value but political value. There is no strategic framework in place that guides the department in determining where a mission needs to be positioned. Currently, the department does not have a framework or monitoring and evaluation framework to assess whether the missions are yielding the desired results with the budget that they receive because the department's performance indicators reflect the following performance indicators (to mention a few):

- "Number of regional reports on outcomes of structured bilateral mechanisms and high-level visits are aligned to the achievement of National Development Plan and MTSF", "Number of regional investment strategy and quarterly progress reports", "Percentage of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development", and "Number of platforms utilised to inform and promote South Africa's foreign policy to domestic and international audience through public participation programmes, media statements published opinion pieces published."

The indicators reflected above are difficult to assess in terms of measuring value for money spent in all 125 missions. The department does not have a plan or framework in place to assess the outcomes of meetings held, regional reports submitted, and events hosted in positioning South Africa in the world, economically and politically. The department lacks a performance framework that will ensure that performance indicators are measurable, traceable, and there is a way to measure value for money.

Funding is provided, but there is no way of assessing and measuring the impact that South African missions have around the world as well as the direct impact into South Africa's economy. There is a gap between what happens in DIRCO and what happens in missions in terms of strategic oversight. There is no strategic framework used for the identification and opening of missions and the norms and standards used to open different sizes and type of missions; the department would usually benchmark against existing missions' in terms of mission size, staffing norms and other resource allocation.

The spending in all 125 missions including top spending missions cannot be justified or motivated for as there is no mechanism in place to assess and justify existing missions; no monitoring and evaluation framework that will assess whether South Africa's political, economic and social relations is being strengthened and consolidated; and norms and standards for the identification of missions and the different size and type.

It is recommended that the department come up with a new performance policy, as the current performance information policy speaks to ensuring that the reported performance information against predetermined objectives is useful, reliable and complies to reporting requirements. It does not necessarily speak to outcomes reporting but more on achieving objectives which may not necessarily speak to the outcome or result achievement. Furthermore, the new performance policy and strategic framework should go beyond measuring how many reports

or assessment plans are submitted but also assess and evaluate the outputs or results in the reports that add more than the diplomatic value in South Africa but also albeit economic returns. That way, the department will be able to assess and measure its performance accordingly that way the department will be able to assess value for money as well as identify closer of missions that are not responding to South Africa's. Such an approach will also assist the department in assessing if missions' activities and outputs are yielding the desired results and whether value for money is being realised. Furthermore, such as approach will assist the department in reviewing how it allocates its funding towards achieving its desired results and reduce funding where the desired results are not achieved.

The implementation of these recommendations will require for the capacitation of the finance unit as well as the performance unit to ensure that value for money is achieved. The impact of implementing the abovementioned recommendation will result in the reduction of missions as well as the significant spending in missions as there will be evidence to support the closure and reduction of missions. Such recommendations will also assist in tightening up efficiency in spending and performance outputs.

Summary

Diplomatic relations yield intangible and tangible results; however, these come at a high cost to the fiscus, specifically on a budget for the Department of International Relations and Cooperation. Reflected in Programme 2: International Relations is the budget for 125 foreign missions' budget and account for 50 per cent of the department's total budget over the 2020 Medium Term Expenditure Framework (MTEF). Accordingly, the department's spending is mainly on the budget for compensation of employees which includes allowances payable to transferred staff in terms of the foreign service-specific dispensation policy, as well as expenditure for infrastructure and operating leases. It is therefore essential to assess cost drivers in the foreign missions that have been contributing to increased financial pressure on the department's baseline by more than 50% per annum, and how can they be scaled down in order to align with the set compensation of employees' ceiling, and whether these costs are justifiable and sustainable over time? Spending in missions is becoming financially unsustainable, and there is no way of justifying for the existence of all 125 missions.

Expenditure in missions (Programme 2: *International Relations)* is projected to increase from R3.470 billion in 2017/18 to R3.671 billion in 2022/23, at an average growth rate of 6 per cent. Over the 2019 MTEF, expenditure in Programme 2 showed an annual average growth rate of 10.8%, with expenditure increasing from R3.312 billion in 2019/20 to R3.671 billion in 2022/23, with notable spending mainly accounted for in the African and Asia and Middle East regions (accounting for 32% and 28% of the total expenditure in Programme 2, respectively).

South Africa's current economic growth rate is between 0 and 1 per cent. Considering the COVID-19 pandemic, South Africa's growth is estimated to reflect a growth rate negatively. Consequently, the government's budgetary constraints are expected to become more severe. It is against the background of negative economic growth, reduced tax collections and growing social spending pressures on government's budget that the DIRCO is expected in future to consider further closures of missions apart from the 12 approved missions approved by Cabinet. In 2018/19 and 2019/20, the ceiling on the DIRCO's compensation of employees was R2.874 billion and R3.140 billion, respectively, and the department exceeded the ceiling by R124.5 million and R265.0 million, respectively. The gap in the budget for compensation of employees remains in 2020/21.

Accordingly, it is has become more apparent that the DIRCO needs to do more to reduce its spending, specifically, expenditure incurred in missions. Currently, there is no way of evaluating value for money, and justification for the current 125 missions as there is no framework in place to assess and determine if the current missions add value. Furthermore, most decisions made about missions in terms of their strategic importance tends to be a political decision, which might not yield any monetary value but political value. There is no strategic framework in place that guides the department in determining where a mission needs to be positioned. The department does not have a framework or monitoring and evaluation framework to assess whether the missions are yielding the desired results with the budget that they receive because the department's performance indicators reflect the following performance indicators (to mention a few):

- "Number of regional reports on outcomes of structured bilateral mechanisms and high-level visits are aligned to the achievement of National Development Plan and MTSF", "Number of

> regional investment strategy and quarterly progress reports", "Percentage of resolutions and outcomes of multilateral multistate organisations reflecting South Africa's interests and the African Agenda on Peace and Security, Human Rights, Economic and Social Development", and "Number of platforms utilised to inform and promote South Africa's foreign policy to a domestic and international audience through public participation programmes, media statements published opinion pieces published."

The indicators reflected above are difficult to assess in terms of measuring value for money spent in all 125 missions. The department does not have a plan or framework in place to assess the outcomes of meetings held, regional reports submitted, and events hosted in positioning South Africa in the world, economically and politically. The department lacks a performance framework that will ensure that performance indicators are measurable, traceable, and there is a way to measure value for money. Funding is provided, but there is no way of assessing and measuring the impact that South African missions have around the world as well as the direct impact into South Africa's economy.

There is a gap between what happens in DIRCO and what happens in missions in terms of strategic oversight. There is no strategic framework used for the identification and opening of missions and the norms and standards used to open different sizes and type of missions. The spending in all 125 missions including top spending missions cannot be justified or motivated for as there is no strategic framework in place to assess and justify for existing missions; no monitoring and evaluation frameworks that will assess whether South Africa's political, economic and social relations is being strengthened and consolidated; and norms and standards for the identification of missions and the different size and type.

It is recommended that the department come up with a performance policy and strategic framework that will go beyond measuring how many reports or assessment plans are submitted but also assess and evaluate the outputs or results in the reports. That way, the department will be able to assess and measure its performance accordingly that way the department will be able to assess value for money as well as identify closer of missions that are not responding to South Africa's. Such an approach will also assist the department in assessing if missions’ activities and outputs are yielding the desired results and whether value for money is being realised. Furthermore, such as approach will assist the department in reviewing how it allocates its funding towards achieving its desired results and reduce funding where the desired results are not achieved.

Such recommendations will require the capacitation of the finance unit as well as the performance unit to ensure that value for money is achieved. The impact of implementing the abovementioned recommendation will result in the reduction of missions as well as exorbitant spending in missions as there will be evidence to support the closure and reduction of missions. Such recommendations will also assist in tightening up efficiency in spending and performance outputs.

CONTENTS

List of Figures

List of Tables

Abbreviations and Acronyms

AG	Auditor General
BU	Business Unit
CoE	Compensation of Employees
CSM	Corporate Services Manager
DDG	Deputy Director-General
DG	Director-General
DIRCO	Department of International Relations and Cooperation
LRP	Locally Recruited Personnel
LRPA	Locally Recruited Personnel; Appointment
MTEF	Medium Term Expenditure Framework
NDP	: National Development Plan
OCOO	Office of the Chief Operating Officer
PAA	Public Audit Act
SACOIR	South African Council on International Relations

1 Introduction

Diplomatic relations yield intangible and tangible results; however, these come at a high cost to the fiscus, specifically on a budget for the Department of International Relations and Cooperation. Reflected in Programme 2: International Relations is the budget for 125 foreign missions' budget and account for 50 per cent of the department's total budget over the 2020 Medium Term Expenditure Framework (MTEF). Accordingly, the department's spending is mainly on the budget for compensation of employees which includes allowances payable to transferred staff in terms of the foreign service-specific dispensation policy, as well as expenditure for infrastructure and operating leases.

Over the 2019 MTEF, expenditure in Programme 2 showed an annual average growth rate of 10.8%, with expenditure increasing from R 3.316 billion in 2019/20 to R 3.671 billion in 2022/23, with notable spending mainly accounted for in the African and Asia and Middle East regions (accounting for 32% and 28% of the total expenditure in Programme 2, respectively).

South Africa's current economic growth rate is between 0 and 1 per cent. Considering the COVID-19 pandemic, South Africa's growth is estimated to reflect a growth rate negatively. Consequently, the government's budgetary constraints are expected to become more severe. It is against the background of negative economic growth, reduced tax collections and growing social spending pressures on government's budget that the DIRCO is expected in future to consider further closures of missions apart from the 12 approved missions approved by Cabinet. In 2018/19 and 2019/20, the ceiling on the DIRCO's compensation of employees was R 2.874 billion and R 3.140 billion, respectively, and the department exceeded the ceiling by R 124.5 million and R 265.0 million, respectively. The gap in the budget for compensation of employees remains in 2020/21. Accordingly, it is has become more apparent that the DIRCO needs to do more to reduce its spending, specifically, expenditure incurred in missions.

Central problem question:

What are the cost drivers in the foreign missions that have been contributing to increased financial pressure on the department's baseline by more than 50% per annum, and how can they be scaled down in order to align with the set compensation of employees' ceiling, and whether these costs are justifiable and sustainable over time?

2 Policy and Institutional Information

South Africa maintains diplomatic relations with countries and organisations through its 125 missions in 107 countries abroad and the accreditation of more than 160 countries and organisations residing in South Africa (DIRCO, 2017). These 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.

The Constitution of South Africa acknowledges the imperative of South Africa to be a global player witnessed by the preamble "Build *a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations*". The National Development Plan (NDP) also mandates foreign relations through the Chapter named "*Positioning South Africa in the World*", where South Africa is envisioned to be an influential and leading member of the international community by 2030, within a globally competitive economy. The anchor of the DIRCO's mandate is the White Paper on South Africa's Foreign Policy (2012) which highlights the spirit of internationalism, Pan-Africanism, the African Agenda and South-South solidarity amongst others.

The DIRCO's spending mandate is guided by the Constitution and Chapter 7 of the NDP and the 2014-2019 MTSF Outcome 11 (Create a better South Africa, a better Africa and a better world).

DIRCO's 2017/18-2019/20 strategic focus was on:

- Consolidating global economic, political and social relations, South-South relations strengthening and consolidation to ensure global power distribution is shifted, increasing influence in emerging economies, and participate in membership engagements. These activities are mainly budgeted for in Programme 2: *International Relations* and Programme 3: *International Cooperation*, specifically in the budgets for compensation of employees, travel and subsistence and other contractual obligations (such as property payments and leases) in missions abroad.

- Strengthening the African Agenda and regional integration for the continental free trade area. This strategic focus is budgeted for in programme 2: *International Relations* and programme 3: *International Cooperation*, with primary areas of spending, accounted for in the budgets for compensation of employees, travel and subsistence and contractual obligations (such as property payments and leases) in missions

The DIRCO maintains its relations through structured bi-national commissions and joint national committees which aim to strengthen the political and economic imperatives of Africa and the South. As reflected in national policy documents such as the NDP, the outcomes of these relations assist in the strengthening of economic activity and the promotion of South Africa's trade, investment and tourism potential. Furthermore, missions market the brand and image of South Africa as a stable democracy, a safe investment destination and reliable trading partner. Strengthening relations alludes to the diplomatic actions aimed at expanding and deepening the political, trade, social, financial, economic and security interactions between SA and other states in the form of state visits, working visits, daily activities of diplomatic missions.

The table below further stipulates other guiding policies and regulations that inform the management of DIRCO's international mandate and decision-making structure of missions.

Table 1: Policies and Regulations

Legislation / Regulation		Purpose
Legislation and regulations	Constitution of South Africa, 1996	Empowers the President, as head of the national executive, to formulate national policies and assigns cabinet portfolios. Thus, the Minister of International Relations and Cooperation is tasked to formulate, promote, and execute South Africa's foreign policy. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. The department is the principal adviser on foreign policy, and lead coordinator and manager of South Africa's international relations and cooperation.
	Vienna Convention on Diplomatic Relations Act of 1961	To make provision regarding 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; to make provision regarding immunities and privileges pertaining to international conferences and meetings; to enact into law certain conventions, and to provide for matters connected therewith.
	The Foreign States Immunities Act, 1981 (Act 87 of 1981)	The Act regulates the extent of the immunity of foreign states from the jurisdiction of the court of the Republic and provides for matters connected therewith.
	The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001)	The Act provides for the immunities and privileges of diplomatic missions and consular posts and their members, of head of states, special envoys and certain representatives of the United Nations and specialised agencies, and other international organisations and of certain other persons. Provisions are also made for immunities and privileges pertaining to international conferences and meetings.
Policy and strategies	NDP 2030 vision	Sets out a path to a future where South Africa has a globally competitive edge and "positioning South Africa in the World".
	African Union Agenda 2063 (principal motive for SA's foreign policy)	One of the pillars of the foreign policy to ensure the South African economy thrives and ensure South Africa is an influential member of the international community by 2030.
	MTSF 2014-2019	Outcome 11 (create a better South Africa and contribute to a better Africa and a better world) of government's 2014-2019 medium-term strategic framework sets targets over the medium term to realise this future.
	The Measures and Guidelines for Enhanced Coordination of	Was approved in 2009, it establishes more effective mechanisms to coordinate the conduct of international relations and the implementation of South Africa's foreign policy

Legislation / Regulation		Purpose
	South Africa's International Engagements	
	The South African Council on International Relations (SACOIR)	Was approved in 2011, it provides a consultative platform for engagement of non-state actors on South Africa's international relations
	The White Paper on Foreign Policy	Approved in 2011, it assesses South Africa's foreign policy against the rising expectations of the critical role of foreign policy to meet domestic priorities
	The Foreign Service Dispensation (FSD)	Implemented in terms of provisions of Section 3(3) of the Public Service Act, 1994 (Act 103 of 1994) and is applicable to designated employees who serve in a foreign country at a South African mission abroad and fall within the scope of the Public Service Coordinating Bargaining Council. The FSD consists of mainly two measures, namely remunerative measures and compensation measures and other foreign-service benefits at the missions.
Norms and standards	mission specific special norms	Guides the placement of transferred staff in residential and non-residential accommodation
	The National Information Security Policy	Approved in 1996, provides the minimum standards for security

3 Programme Chain of Delivery

The department does not have a written policy or strategic process when it comes to opening of missions, but the following should be noted:

- The department took over and maintained the missions that were opened before 1994.
- The missions were and still are determined based on the national priorities of SA and political relations with that country which are based on an executive decision (political decision).

The decision making in terms of mission identification and operation are as follows:

- Head Office decides on the strategic plan of the department based on the National Priorities.
- The Branches (Headed by DDGs) will then develop their Annual Plans based on the department's strategic plan signed by the DG.
- The missions will develop their plans based on the Branch's plan (Business Units headed by Chief Directors whom the Heads of Missions report to).
- Decisions are made at Head Office because Head Office is the policymaker and missions are implementers of the policies.

The main activities of foreign missions are accounted for in Programme 2: *International Relations* and its key objective is to promote relations with foreign countries. In as much as missions are not required to develop a strategic plan, the mission must have a strategy that informs the engagement in the host country and what South Africa wants to achieve through its presence in that country. Accordingly, missions are encouraged to have annual plans. The purpose of the mission's annual plan is to identify targets towards the achievement of the mission's strategy and the objectives that the mission wants to achieve in the country of accreditation. Its allocated budget must inform the mission's annual plan. Accordingly, missions are requested to do their planning through a consultation process with the mission staff and the relevant Business Unit at Head Office. To ensure that the budget is allocated appropriately, missions need to provide the total budget required for the targets which are assessed accordingly at Head Office.

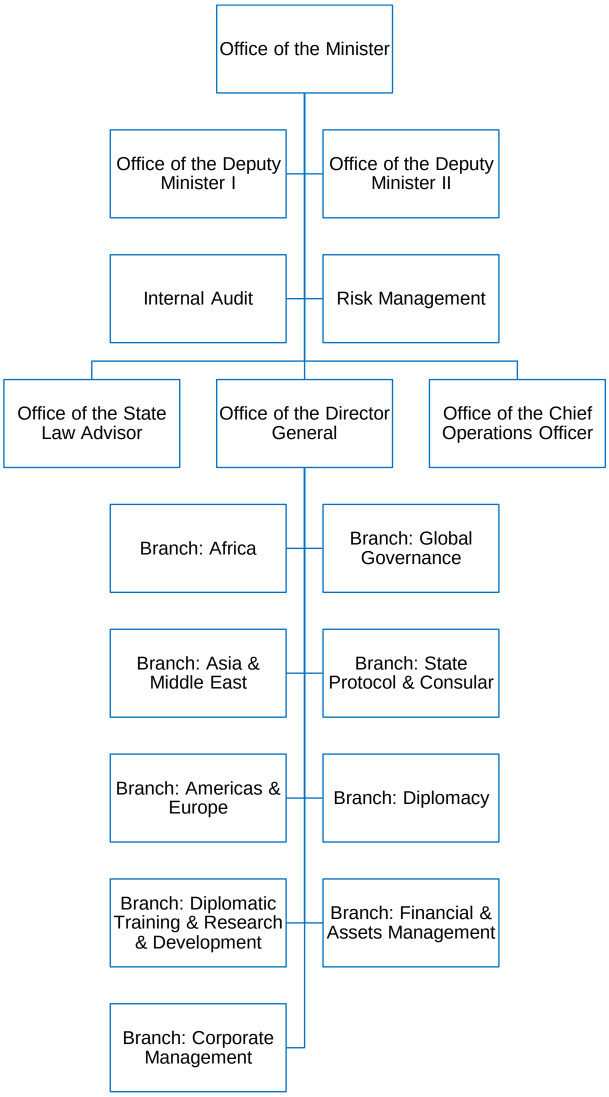
The process is as follow:

- Under the guidance of the Head of Mission, each mission is responsible for drafting the annual mission plan and submit it to the Chief Director for approval.
- In countries where there is a Consul-General, the Consul-General must submit their Mission Annual Plan to the Ambassador. Where there is more than one mission in a country, it might be useful to have a combined planning session to allocate responsibilities and targets per mission in the country of accreditation.
- The Ambassador must approve the mission's annual plan (for both the Embassy and the Consulate General) after which it is forwarded to Head Office for further consideration and approval.
- The Chief Director must review, consider and approve the Mission Annual Plan. The approval of the Mission Annual Plan must be by the Chief Director, should it be delegated, such delegations shall be in writing. The review notes containing the reasons for not approving and what should be corrected should be communicated in writing to Missions by the Chief Director.

The department is allocated a budget to deliver on its mandate. Accordingly, it is expected that the mission will engage in planning discussions and decisions on how to deliver on its mandate. Missions are expected to cost their activities before submitting to Head Office to ensure that they are affordable and are within budget. Ultimately, the plans affect the budget spent collectively per region which at the departmental programme budget structure level, affects the sub-programme in Programme 2: International Relations. However, given that final approval comes from the Chief Director through consultation with the allocated budget by the Chief Financial Officer, also has the power to seek savings and minimise costs. Ultimately, the power lies with the budget managers at Head Office.

The Department of International Relations and Cooperation gets an annual budget from the fiscus. It transfers more than 50 per cent of its budget to foreign missions, of which the compensation of employees' budget in foreign missions' accounts for more than 60 per cent of the overall compensation of employees' budget. The senior department managers (programme managers) budget and allocate to programmes as contained in the annual plans of the department. The organisational structure in the figure below shows the branches (Africa, Asia & Middle East, Americas & Europe and Global Governance) which influence missions' approved plans and allocated budgets. The subsequent section will unpack decisions around some of the areas in this organogram that are specific to missions.

Figure 1: DIRCO Organisational Structure



Source: 2019/20 Strategic Plan, DIRCO

Foreign missions are budgeted for in *Programme 2: International Relations* of the DIRCO's budget programme structure. The primary purpose of this programme is to promote relations with foreign countries, and this is done mainly through its Africa, Asia, Middle East, Americas, Caribbean and Europe regions which are reflected as sub-programmes in department's budget programme structure.

The table below shows the Vote allocation towards missions in the four regions per subprogramme and also economic classification over the past three financial years and I is evident that the more than 60 per cent of the total allocation each financial year is directed towards compensation of employees, operating leases, property payments and operating payments:

Table 2: Regional spending over 3 years (2017/18-2019/20)

Subprogramme	Audited outcome		Adjusted Appropriation	Average growth rate (%)
R million	2017/18	2018/19	2019/20	2017/18-2019/20
Africa	1 062,1	1 062,1	965,1	-3,1%
Asia and Middle East	943,0	905,4	825,1	-4,4%
Americas and Caribbean	494,6	507,8	492,9	-0,1%
Europe	970,6	899,8	796,5	-6,4%
Total	**3 470,2**	**3 375,6**	**3 079,5**	-3,9%
Economic classification				
Current payments				
Compensation of employees	2 107,0	2 073,4	1 804,7	-5,0%
Goods and services	1 333,6	1 273,9	1 252,0	-2,1%
of which:				
Communications	28,9	25,9	30,5	1,8%
Operating leases	836,0	817,7	753,8	-3,4%
Property payments	178,8	178,9	152,8	-5,1%
Travel and subsistence	79,7	67,9	99,2	7,6%
Operating payments	111,8	99,1	101,0	-3,3%
Transfers and subsidies	**23,8**	**25,2**	**4,4**	-43,0%
Households	23,8	25,2	4,4	-43,0%
Payments for capital assets	**5,8**	**5,0**	**18,5**	46,9%
Machinery and equipment	5,8	5,0	18,5	47,0%
Total	**3 470,2**	**3 377,5**	**3 079,5**	-3,9%

Source: 2020 ENE, National Treasury

The Department of International Relations and Cooperation gets an annual budget from the fiscus. It transfers more than 50 per cent of its budget to foreign missions, of which the compensation of employees' budget in foreign missions' accounts for more than 60 per cent of the overall compensation of employees' budget.

Furthermore, missions are guided by several pieces of legislations when planning, which are briefly stipulated below:

- Section 92 of the Constitution provides, among others, that "members of the Cabinet are accountable collectively and individually to Parliament for the exercise of their powers and the performance of their functions" and that they must "provide Parliament with full and regular reports concerning matters under their control;

- Public Finance Management Act, 1999 (Act No. 1 of 1999) and the Public Service Act, 1994 (Proclamation No. 103 of 1994) require control over public spending and the use of resources in a more efficient manner. It further requires from Accounting Officers to prepare strategic plans for tabling in Parliament;

- Treasury Regulations of 20 February 2007 and the Public Service regulations, 2001 section 5.3.1, stipulate that the accounting officer of an institution must establish procedures for quarterly reporting to the executive authority to facilitate effective performance monitoring, evaluation and corrective action;

- Section 20(2) (c) of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) provides that the information relating to the performance against predetermined objectives is subject to auditing by the Auditor- General (AG). As from 2018, the AG will express an opinion on performance information which may impact on the department's audit opinion (disclaimer, qualified, unqualified, clean);

- Policy Framework for the Government-wide Monitoring and Evaluation System stipulates that individual departments must make provision for monitoring and evaluation and contribute to the Government-wide system;

- National Planning Framework, 2001 sets out the complete government planning and budgeting cycle;

- Framework for Managing Programme Performance Information, 2007 outlines the design and implementation of systems for managing programme performance information. It defines the definitions and standards for performance information. It provides the standards for the AG in support of the audit of predetermined objectives. It describes the policy and legal requirements for managing performance information;

- Framework for Strategic Plans and Annual Performance Plans, August 2010 guides institutions when developing Strategic Plans and Annual Performance Plans. It provides the format and guidelines for strategic and annual performance plans. This framework is currently under review and once approved, any changes will be incorporated into the Departmental planning processes.

4 Staffing approach

With effect from 1 October 2016, all locally recruited personnel (LRP) appointments are approved by the DDG: Corporate Management and any request from missions to fill a vacant LRP post is referred to the BU and SSU. All missions should make a concerted effort to target South African citizens residing in their countries of accreditation during the recruitment and selection process.

Method of recruitment

When a vacancy on the establishment of the mission needs to be filled, it must first be determined whether the post is listed on the approved LRP establishment of the said mission. The Corporate Services Manager (CSM) should ensure that only posts on the approved LRP establishment are considered. No posts additional to the approved establishment may be created or carried by the mission. Once the post has been identified on the approved establishment, the mission may seek approval from the Directorate: LRPA for the advertisement of the vacancy.

The mission must motivate the necessity of the post and indicate if other LRP cannot perform the functions within the mission. The CSM should obtain a copy of the host country's Immigration Law in respect of the employment of third-country nationals or South African citizens from SA. The process of obtaining a work permit and special requirements for the issuance of a work permit to foreign nationals in the host country should be clearly indicated. The relevant extract from the local law must be forwarded to the Directorate: LRPA with the request to advertise the vacant post.

The Directorate: LRPA will verify with the SSU of the Branch if sufficient funds are available on the mission budget to advertise the vacant post. The mission must have sufficient funds on the budget to advertise the vacancy. If funds are not available for the advertisement of the post, missions are to liaise with their respective SSU for the movement of funds within their baselines to provide for the advertisement of the vacant post. The BU is also requested to recommend/support the advertisement of the post, based on the motivation provided by the mission. Once the BU has recommended the advertisement, and the SSU has confirmed the availability of funds for the advertisement of the vacant post, the Directorate: LRPA will send approval to the mission to proceed with the advertisement. No requests for appointments will be considered if approval for the advertisement has not been granted.

Types of appointment

LRP may be appointed on one of the following bases:

- **Permanent:** An LRP is appointed on a permanent, full-time basis in an approved post to satisfy the need for service delivery on a continuous and long-term basis. Permanent employees work a 40-hour work week or less unless prescribed by local law.

- **Temporary/Definite:** An appointment in a temporary, full-time capacity is limited to a specific period and is short as prescribed by local legislation. Appointment in this capacity is generally utilised where a temporary increase in work occurs or for seasonal or replacement employment for periods of maternity leave, military duty or relatively long periods of absence of the permanent incumbent of an approved post. The period of employment must be specified in the letter of appointment. Missions must consult local law to determine the maximum period for temporary employment. Employment contracts for Temporary workers may not be extended without approval from head office.

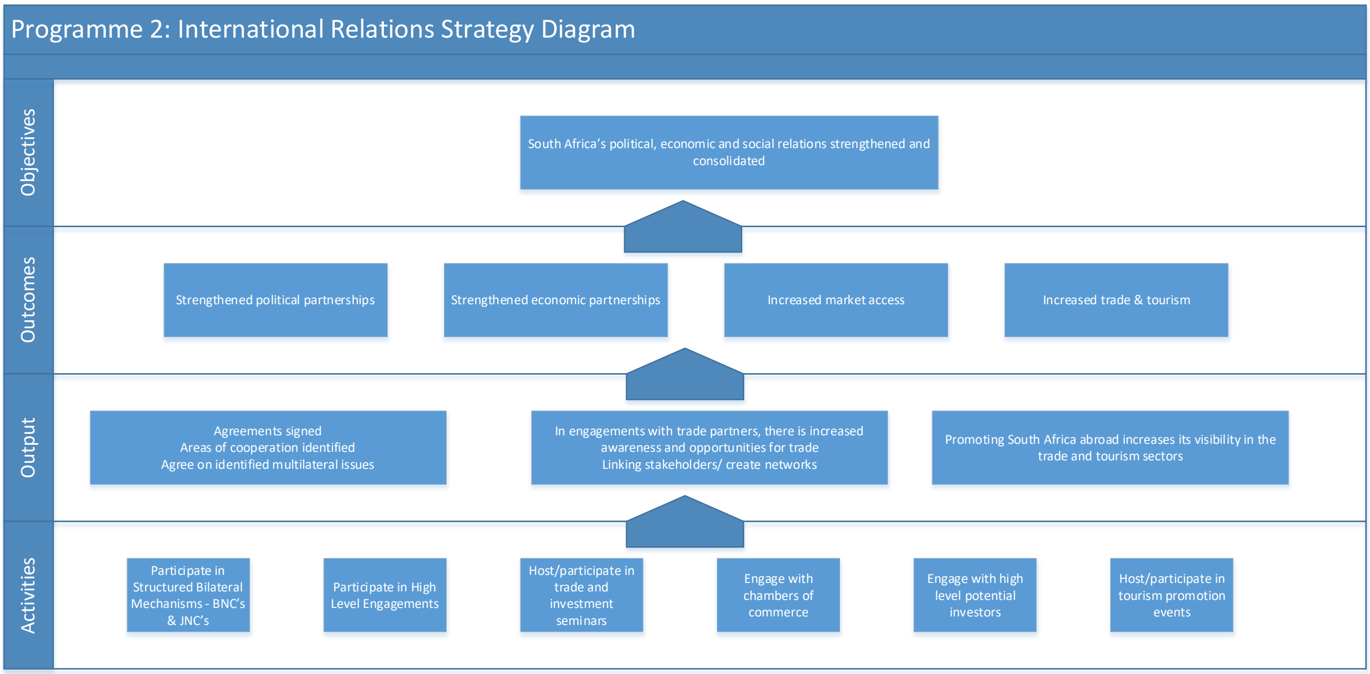
Approval for the appointment of temporary LRP or LRP additional to the establishment should be obtained from the Directorate: LRPA. The same procedure as for permanent appointments will be followed where the Directorate: LRPA will consult with the BU and SSU to provide approval for the filling of any temporary vacancies. Missions may not appoint temporary LRP for indefinite periods.

- **Partner Departments:** The same procedures for recruitment and selection must be done to recruit LRP for partner departments such as Home Affairs, the Department of Trade, Industry and Competition, amongst others. The Department of International Relations currently has Memorandum of understanding with most Partner Departments where it is agreed that when an existing LRP post for a Partner

Department becomes vacant, the funding of the post (provision for salary and service benefits) will be transferred to that department. When the post is transferred, the LRP will be paid from the Partner Department's budget. Please note that the head office of the relevant Partner Department must provide final approval for appointments as they carry the financial responsibility of the post. All appointments of LRP for Partner Departments must be channelled through DIRCO. The only difference is that the other departments must fund the post as well as the advertisement.

5 Performance Analysis

Figure 2: Strategy diagram for missions' (Programme 2)



Source: DIRCO

The diagram above depicts programme two's deliverables that South Africa's foreign missions ought to deliver on. Missions are required to report on its performance against the quarterly targets in the approved Mission Annual Plan. Mission and Branch reports should be supported by valid evidence, and this should be filed on the Mission and Branch SharePoint sites. The evidence is used to substantiate the annual performance information of the department, and it is therefore imperative that the evidence is collated, checked and stored in a structured manner to facilitate the performance information reporting process.

The Chief Directorate will collate the information from the Missions, complete the Chief Directorate quarterly reports and submit to the Branch Monitoring & Evaluation Committee. The Branch Monitoring & Evaluation Committee will collate the information and submit the

Branch quarterly report to the Office of the Chief Operations Officer (OCOO). Below is a table which provides a further breakdown of the missions' key outputs activities which will assist the department in realising its key outcomes.

Table 3: Strategic Performance Indicators

Activity/Output/Outcome/Efficiency Indicator	2016/17 Target	2016/17 Audited Outcome	2017/18 Target	2017/18 Audited Outcome	2018/19 Target	2018/19 Audited Otcome	2019/20 Target	2019/20 Quarter 1 Audited	2020/21	2021/22	2022/23
Number of structured bilateral mechanisms facilitated to promote national priorities (the African Agenda and the Agenda of the South) per year	34	22	26	27	15	24	1500%	0			
Number of high level engagements facilitated to promote national priorities (the African Agenda and the Agenda of the South) per year	58	26	40	28	20	47	20	7			
Number of economic diplomacy initiatives undertaken to contribute to South Africa's economic growth per year: - trade and investment seminars	112	124	126	122	112	112	112	29			
Number of economic diplomacy initiatives undertaken to contribute to South Africa's economic growth - Engagements with Chambers of Commerce	125	127	126	161	126	139	126	36			
Number of tourism promotional events hosted per year	67	67	60	95	60	76	60	24			
Number of bilateral meetings per year to seek investment into South Africa held with - targeted government ministries to seek cooperation and possible technology exchange		120	70	153	70	157	70	56			
Number of bilateral meetings per year to seek investment into South Africa held with - high level potential investors	150	102	90	161	90	151	90	53			
Number of Southern African Development Community structures and processes supported with substance and logistics to promote peace and stability, socio-economic development, good governance, democracy and regional integration per year	11	9	7	6	7	2	7	2			
Number of regional reports on outcomes of structured bilateral mechanism and high level visits showing delivery against country strategies per year									12	12	12
Number of regional reports on investment pledges/ agreements made at investment conferences during structured bilateral mechanisms and high-level visits, as well as at missions through the department's intervention, followed up and monitored per year									12	12	12
Number of regional reports on trade leads submitted to the Department of Trade, Industry and Competition monitored and followed up per year									12	12	12
Number of reports on the tourism promotions events to promote South Africa as a preferred tourist destination									6	6	6
Number of biannual assessments of South Africa's contribution towards peace, stability, socioeconomic development, good governance, democracy, regional integration and implementation									2	2	2

Source: 2020 ENE, National Treasury

The table above reflects the department's past performance outputs and projected outputs. The department's performance in the past three years has been a mixture of over and underachievement. When reviewing the outputs for 2016/17, the department mainly underperformed on most of its performance indicators whilst 2017/18 it overachieved on most of its targets. In 2018/19, the department continued to meet and exceed some of its set targets. It is important to note that the department's performance indicators linked to mission work are mainly focused on the number of regional reports submitted, events hosted, and the number of meetings to mention a few. The additional new indicators also measure the number of reports which makes it difficult to measure the department's performance.

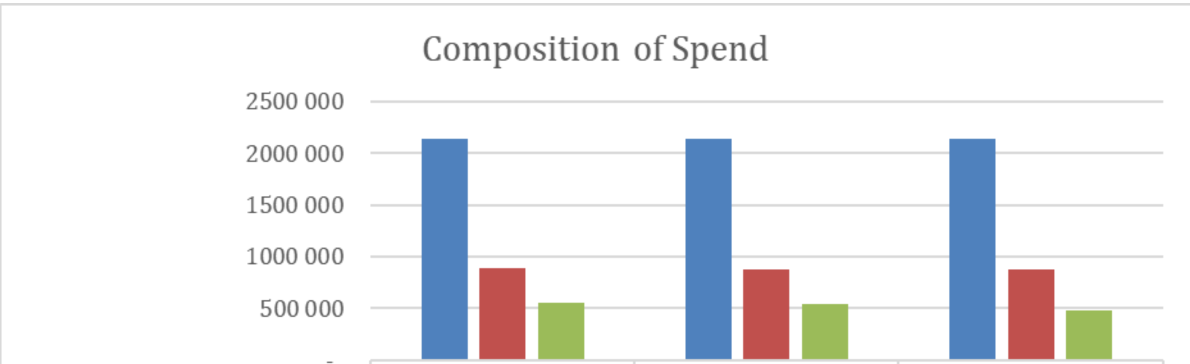
These indicators are difficult to assess in terms of measuring value for money spent in all 125 missions. The department does not have a plan or framework in place to assess the outcomes of meetings held, regional reports submitted, and events hosted in positioning South Africa in the world, economically and politically. The department lacks a performance framework that will ensure that performance indicators are measurable, traceable, and there is a way to measure value for money. Funding is provided, but there is no way of measuring the impact that South African missions have around the world as well as the direct impact into South Africa's economy.

The department is adamant that such performance indicators remain. The department needs to come up with a new performance policy framework that will go beyond measuring how many reports or assessment plans are submitted but also assess and evaluate the outputs or results in the reports. That way, the department will be able to assess and measure its performance accordingly. Such an approach will also assist the department in assessing if its activities or programmes are yielding the desired results and whether value for money is being realised. Furthermore, such as approach will assist the department in reviewing how it allocates its funding towards achieving its desired results and reduce funding where the desired results are not achieved.

6 Expenditure Observations

6.1 Composition of Total Spending

Figure 3: Composition of spending



	2017/18	2018/19	2019/20
COE	2142 060	2141 188	2140 206
Operating Leases - Buildings	893 204	881 597	880 243
Other Expenses	558 445	539 976	483 205

Composition of Spend	2017/18	2018/19	2019/20
COE	2 142 060	2 141 188	2 140 206
Operating Leases - Buildings	893 204	881 597	880 243
Other Expenses	558 445	539 976	483 205
Total	**3 593 710**	**3 562 761**	**3 503 654**

Source: 2020 ENE, National Treasury

This graph seeks to assess the composition of spending on missions. The budgets for CoE, operating leases and other expenses account for 60 per cent, 25 per cent and 15 per cent, respectively. The expenditure for CoE declines from R 2.142 billion in 2017/18 to R 2.140 billion in 2019/20. Total headcount (South African and non-South African) also declines from 2 395 in 2017/18 to 2 152 in 2019/20. Operating leases is the second-high spending item and accounts for 25 per cent.

The DIRCO owns 119 properties (as of August 2019) all over the world with Africa accounting for 59 properties followed by Europe with 40 properties, America with fifteen and Asia and middle east with five properties. Other expenditure accounts for 15 per cent of the total expenditure. However, the spending items are not defined, which is a concern as there could be possible leakage of unnecessary spending and could be an area of saving. The department needs to be more transparent in terms of what "other expenses" are.

Table 4: Top spending missions

Missions with high spending on Leases R'000		2017/18	2018/19	2019/20
ACCRA	Ghana	11 631	11 979	12 194
ADDIS ABABA	Ethiopia	12 211	11 968	14 007
ALGIERS	Algeria	10 254	13 808	5 823
BEIJING	China	29 123	27 537	23 954
CHICAGO	United States of America	11 520	12 192	13 510
GENEVA	Switzerland	33 148	31 960	32 655
LONDON	United Kingdom	28 723	25 145	31 689
LUANDA	Angola	34 098	29 844	25 181
MOSCOW	Russia	26 058	24 560	19 837
NEW YORK(CG)	United States of America	39 096	41 410	44 146
NEW YORK(UN)	United States of America	15 675	16 902	20 699
TOKYO	Japan	25 560	25 109	28 963
Total Expenditure		**277 097**	**272 414**	**272 658**

Source: BAS 2020, own analysis

Table 5: Top mission' with high staff costs

R'000	COE (3 years)	Staff Numbers (3 years)	Total spending (3 years)
ADDIS ABABA	41 991	220	204 370
BEIJING	37 114	133	206 123
BERLIN	45 065	145	189 982

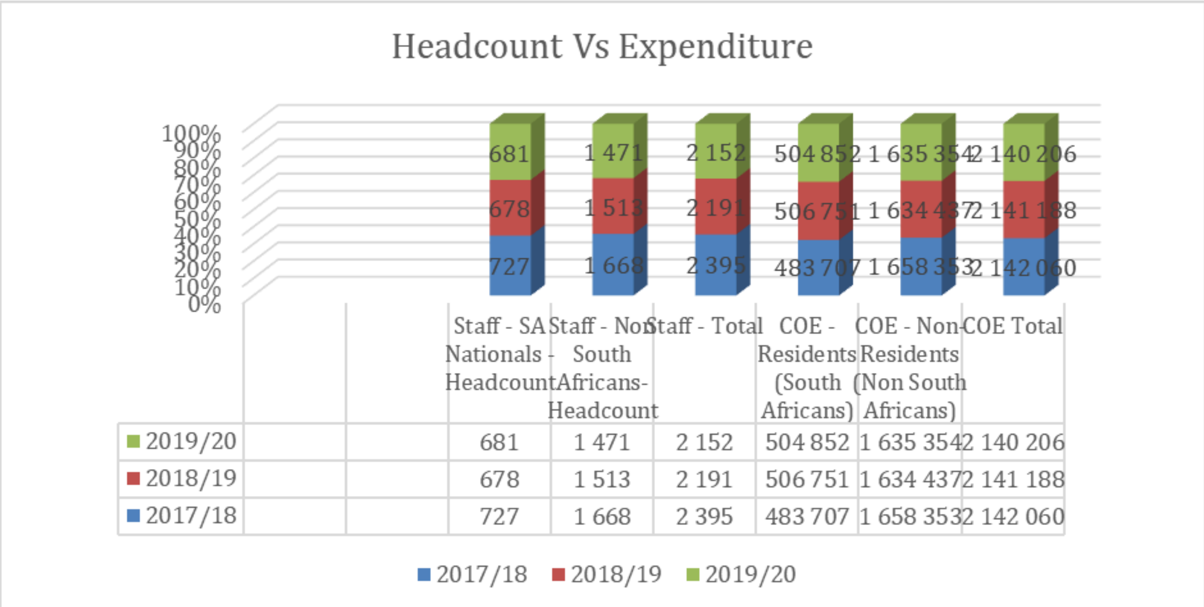
BRUSSELS	63 019	163	232 104
GENEVA	62 851	130	277 325
LONDON	64 899	187	267 775
LUANDA	30 321	135	192 223
MOSCOW	33 875	130	197 718
NEW YORK(CG)	28 732	117	228 793
NEW YORK(UN)	46 764	152	239 256
PARIS	47 661	141	200 730
ROME	34 432	125	194 971
TOKYO	27 591	137	206 110
VIENNA	54 465	156	215 675
WASHINGTON DC	55 986	634	1 194 400

Source: BAS 2020, own analysis

The table above highlights the top spending missions. Missions in America, Angola , Switzerland and China, are the leading in terms of expenditure. Also important to note is that there is no justification or evidence as to why these missions are high in terms of expenditure as there are no norms and standards in place or policy framework that guides the establishment and spending of missions, and most importantly, its strategic placement. Further analysis is required, such as assessing these missions' outputs and contribution to South Africa's international standing. The department needs to be able to explain and provide evidence as to why these missions are spending more than the rest of the missions. What we do know at this point is that the identification of missions is based on a political decision.

6.2 Analysis of total Headcount vs expenditure

Figure 4: Analysis of total headcount vs expenditure



Headcount vs Expenditure (Contribution)	2017/18	2018/19	2019/20	3 Years
Staff - SA Nationals -Headcount	30%	31%	32%	31%
Staff - Non South Africans-Headcount	70%	69%	68%	69%
Staff - Total	**100%**	**100%**	**100%**	**100%**
COE - Residents (South Africans)	23%	24%	24%	23%
COE - Non-Residents (Non South Africans)	77%	76%	76%	77%
COE Total	**100%**	**100%**	**100%**	**100%**

Source: BAS 2020, own analysis

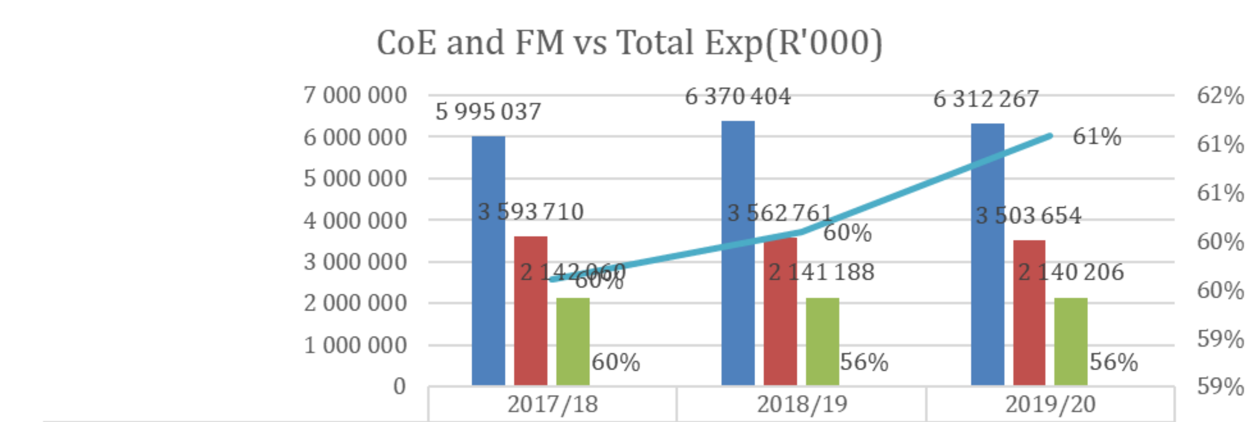
The bar graph and the table above reflect the department's compensation of employees spending for the past three years. This table further reflects the South African staff and non-South African staff and their relevant expenditure and headcount.

From the table above, it is evident that the non-South African staff account for an average of 69 per cent (past three years) of the entire average staff compliment of 2246. Accordingly, the CoE expenditure for the non-South Africans accounts for an average of 77 per cent (R 1.643 billion) of the total average CoE budget of R 2.141 billion. Non-South African staff are significant contributors to the department's strained compensation of employees' budget. However, the headcount for non-South African staff reflects a decline in the headcount declining from 1 668 in 2017/18 to 1471 to in 2019/20.

Whilst headcount is declining, the expenditure for non-South Africans is also reflecting a decline from R1.658 billion in 2017/18 to R1.635 billion in 2019/20. In as much the headcount and expenditure do show a decline, the non-South African staff are the main contributors to CoE spending. One would assume that the South African staff would account for most of the headcount and spending as it strategically positions itself in foreign missions. It is essential to assess the type of skills that the non-South African staff contributes towards the pursuit of the South African agenda to justify for the high headcount and expenditure on non-South African staff.

6.3 Analysis of total expenditure vs Foreign Mission Expenditure

Figure 5: CoE and Foreign Missions vs Total Expenditure



	2017/18	2018/19	2019/20
Total Expenditure (DIRCO)	5 995 037	6 370 404	6 312 267
Foreign Missions	3 593 710	3 562 761	3 503 654
Total FM CoE	2 142 060	2 141 188	2 140 206
Foreign Missions as % of Total	60%	56%	56%
COE as % of Total FM	60%	60%	61%

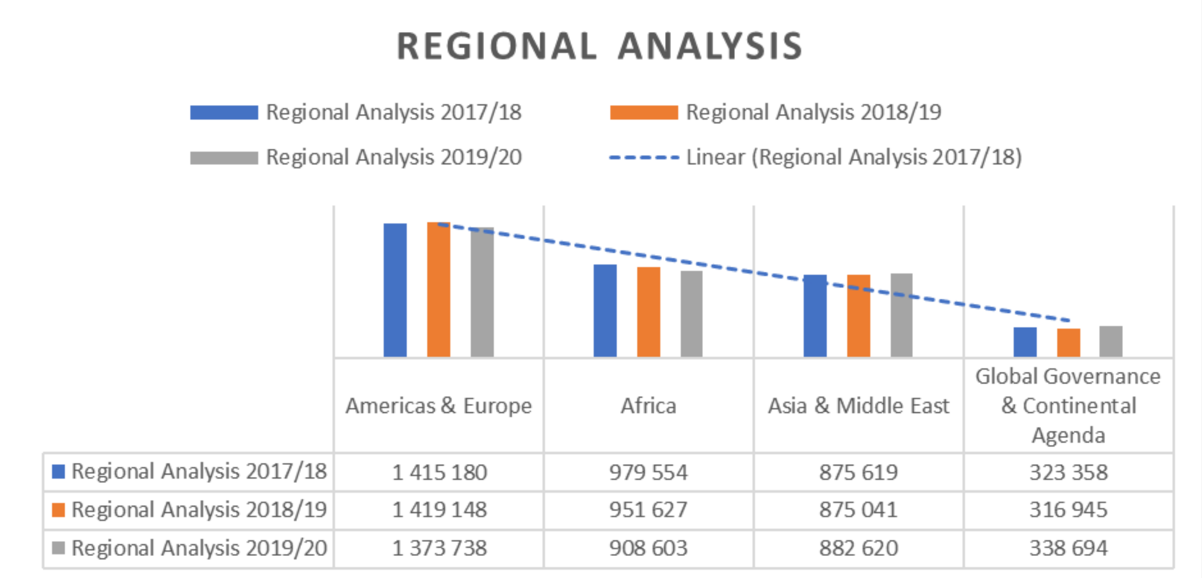
Source: BAS 2020, own analysis

This graph above seeks to reflect the total spending of the department against total spending on foreign missions. Foreign mission expenditure accounts for an average of 57 per cent against total spending. The spending on missions is greatly affected by foreign exchange currencies which have over the years placed great strain on the DIRCO's budget.

Compensation of employees' budget in foreign missions' accounts for an average of 60 per cent of the total budget. In as much as the CoE linked to foreign missions does decline from R 2.142 billion in 2017/18 to R 2.140 billion in 2019/20, the foreign exchange rate fluctuations continue to impact on the department's budget unless extraordinary measures are taken to reduce the budget spent on missions. One of the key starting points is to assess and justify the high use of non-South African staff and assess the skills contributions or role it plays in 125 missions. By reviewing the skills set of the locally recruited personnel, the department will be able to determine if the use of the high number of non-South African staff is justifiable. The review of skills set, and relevance will assist the department to identify missions it could reduce headcount, most importantly since it is difficult to measure value for money as the department's performance indicators do not measure outputs performed in all 125 missions.

6.4 Analysis of Regional Expenditure

Figure 6: Regional Analysis



Total Headcount	**2017/18**	**2018/19**	**2019/20**	**3 Years**
Americas & Europe	876	774	766	2 416
Africa	808	734	726	2 268
Asia & Middle East	533	506	483	1 522
Global Governance & Continental Agenda	178	177	177	532
Total	**2 395**	**2 191**	**2 152**	**6 738**

Source: BAS 2020, own analysis

The graph and table above seek to assess the regional expenditure and the headcount per region. It is essential to highlight that the Americas and Europe and Africa regions collectively account for 69% (4 684) of the total staff 6 738 over three years. The headcount for non-South African staff for the past three years on average is 1093 and the South African staff account for an average headcount of 454.

In terms of expenditure, Americas and Europe collectively account for 66 per cent (or R 7.048 billion) for the past three years. Assessing the type of skills and profession of non-South African staff is critical to assess whether the high use of non-South African staff is justifiable or not. The department needs to have a measure or assess the contribution towards South Africa's agenda or mandate or whether indeed the high use of non-South African staff is required. In terms of tourism, Americas & Europe and Africa for the past three years, have experienced fluctuations in terms of visits. In 2017 South Africa recorded 9 940 502 tourists from the two regions, which increases to 10 142 104 in 2018 and declines to 9 879 635 in 2019. There seems to be no explicit or visible link between the high number of South African and non-South African staff in these regions to tourism.

There is currently no mechanism within the department to measure the number of missions and personnel against its set performance target. In-depth analysis is required in these two regions to determine if indeed the high number of non-South African staff is valid, or whether there is a need to reduce the number of non-South Africa staff as they account for the majority of the headcount and expenditure.

6.5 Changing Headcount Analysis

Table 6: Change in Headcount

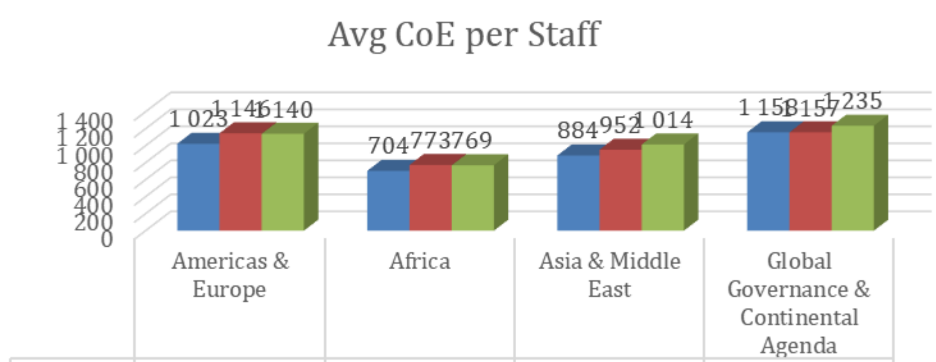
Change in Headcount	2017/18 - 2018/19	2018/19 - 2019/20	3 Years
Americas & Europe	-11.6%	-1.0%	-6.5%
Africa	-9.2%	-1.1%	-5.2%
Asia & Middle East	-5.1%	-4.5%	-4.8%
Global Governance & Continental Agenda	-0.6%	0.0%	-0.3%
Total	**-8.5%**	**-1.8%**	**-5.2%**

Source: DIRCO Staff Data 2020, own analysis

The table above reflects the changes in the headcount per region, which reflect negative annual growth rates. In as much as it is reflecting a decline in the headcount, it does not translate into the reduction of spending on CoE in these regions, which continues to strain the department's CoE's set ceiling.

6.6 Analysis of Regional Expenditure

Figure 7: Average CoE per staff



	Americas & Europe	Africa	Asia & Middle East	Global Governance & Continental Agenda
2017/18	1 023	704	884	1 158
2018/19	1 146	773	952	1 157
2019/20	1 140	769	1 014	1 235

Source: BAS 2020, own analysis

The graph above looks at the average cost per staff, considering all forms of expenditure (CoE, operating lease, financial leases and other expenditure) that contribute to a staff member in fulfilling its role. In as much as figure 5.2 depicts the Americas & Europe and Africa as regions that account for more than 60 per cent of the headcount and CoE expenditure, on average the Global Governance and Continental Agenda on average is the highest spender.

The average cost per staff increases from R 1.158 million in 2017/18 to R 1.235 million in 2019/20. Americas and Europe are the second region with the highest average cost per staff member, which increases from R 1.023 million in 2017/18 to R 1.140 million in 2019/20. However, Africa as the second leading contributor to high CoE expenditure and headcount, the average cost per staff is the lowest of the four regions which the average cost per staff increases from R 704 000 in 2017/18 to R 769 000 in 2019/20.

Further assessment is required to determine as to why Americas and Europe and Global Governance and Continental Agenda have a high average cost per staff member and the key cost drivers to assess if such costs are justifiable and sustainable over time.

6.7 Options for Savings

- The department must find a way to assess or provide a link to funding and performance. Currently, there is a gap between what happens in missions' and DIRCO, as there is a lack of oversight and monitoring and evaluation of outputs in missions. Department needs to come up with a policy on the norms and standard when dealing with the capacitation,
- The department should also align its lease management to staff management and associated costs to ensure that state-owned resources are utilised to its fullest capacity and also come up with options to build or lease buildings in regions and states which may be efficient to the budget,
- The trade data over the past 5 to 10 years may also be used as a point of reference when choosing to keep missions' open especially the top spending missions' should be analysed on the basis of a return to economic benefits in South Africa as agreed upon the bilateral agreements.

7 Recommendations

1) It is recommended that the department come up with a **performance policy and strategic framework** that will go beyond measuring how many reports or assessment plans are submitted but also assess and evaluate the outputs or results in the reports. That way, the department will be able to assess and measure its performance accordingly that way the department will be able to assess value for money as well as identify closer of missions that are not responding to South Africa's. Such an approach will also assist the department in assessing if missions' activities and outputs are yielding the desired results and whether value for money is being realised. The department has confirmed that it does not have a policy framework in place which assists it in determining whether the existing missions are yielding the desired results. Most importantly, it has no performance framework that assesses the outcomes of reports that are submitted to the department in determining that indeed missions are indeed performing when it comes to increasing trade, tourism and political influence.

2) By **putting systems in place to assess performance** will assist the department in reviewing how it allocates its funding towards achieving its desired results and reduce funding where the desired results are not achieved. Such recommendations will require for the capacitation of the finance unit as well as the performance unit to ensure that value for money is achieved. The impact of implementing the abovementioned recommendation will result in the reduction of missions as well as exorbitant spending in missions as there will be evidence to support for the closure and reduction of missions. Such recommendations will also assist in tightening up efficiency in spending and performance outputs.

3) The department must have a **stringent asset management analysis**, which can best be aligned to staff placements. As such, where the department knows that is will most likely keep missions', it can opt to build versus leasing for transferred staff, this way, the lease costs which are one of the key cost drivers in this study will subside gradually and the department will have the authority over buildings they own to be spent efficiently versus having to adhere to set costs for leased buildings requirements which may have been highly inflated.

4) Moreover, the department **must review its LRP recruitment policies and processes**, liaise with host countries on areas where savings may be realised in those

policies and processes to ensure that in the CoE budgets for LRP they do not pressure the South African fiscus.

8 Actions

At this current moment, **immediate savings cannot be identified as a more in-depth review and analysis is required**.

Most importantly, the department needs to come up with a **performance policy and strategic framework** that will go beyond measuring how many reports or assessment plans are submitted but also assess and evaluate the outputs or results in the reports. That way, the department will be able to assess and measure its performance accordingly that way the department will be able to assess value for money as well as identify closer of missions that are not responding to South Africa's. Such an approach will also assist the department in **assessing if missions' activities and outputs are yielding the desired results and whether value for money is being realised.**

Furthermore, such as approach will assist the department in **reviewing how it allocates its funding towards achieving its desired results and reduce funding where the desired results are not achieved**. Such actions will require for the capacitation of the finance unit and performance unit to ensure that value for money is achieved. The impact of implementing the abovementioned actions will result in the reduction of missions as well as exorbitant spending in missions as there will be evidence to support the closure and reduction of missions. Such actions will also assist in tightening up efficiency in spending and performance outputs. In that way, the department will be able to assess and measure its performance accordingly and be able to assess value for money. Such an approach will also assist the department in assessing if missions' activities and outputs are yielding the desired results and whether value for money is being realised, and from there, begin to cut and reduce unnecessary costs associated with the identified missions.

9 Appendices

9.1 Appendix 1: List of Missions

Table 7: List of Mission 2020

Mission		Country	DIRCO Region
1	ABIDJAN	Côte d'Ivoire	Africa
2	ABU DHABI	United Arab Emirates	Asia & Middle East
3	ABUJA	Nigeria	Africa
4	ACCRA	Ghana	Africa
5	ADDIS ABABA	Ethiopia	Global Governance & Continental Agenda
6	ALGIERS	Algeria	Africa
7	AMMAN	Jordan	Asia & Middle East
8	ANKARA	Turkey	Americas & Europe
9	ANTANANARIVO	Madagascar	Africa
10	ASMARA	Eritrea	Africa
11	ASTANA	Kazakhstan	Asia & Middle East
12	ATHENS	Greece	Americas & Europe
13	BAMAKO	Mali	Africa
14	BANGKOK	Thailand	Asia & Middle East
15	BANGUI	Central African Republic	Africa
16	BEIJING	China	Asia & Middle East
17	BERLIN	Germany	Americas & Europe
18	BERN	Switzerland	Americas & Europe
19	BISSAU	Guinea-Bissau	Africa
20	BRASILIA	Brazil	Americas & Europe
21	BRAZZAVILLE	Republic of the Congo	Africa
22	BRUSSELS	Belgium	Americas & Europe
23	BUCHAREST	Romania	Americas & Europe
24	BUDAPEST	Hungary	Americas & Europe
25	BUENOS AIRES	Argentina	Americas & Europe
26	BUJUMBURA	Burundi	Africa
27	CAIRO	Egypt	Africa
28	CANBERRA	Australia	Asia & Middle East
29	CARACAS	Venezuela	Americas & Europe
30	CHICAGO	United States of America	Americas & Europe
31	COLOMBO	Sri Lanka	Asia & Middle East
32	CONAKRY	Guinea	Africa
33	COPENHAGEN	Demark	Americas & Europe
34	COTONOU	Benin	Africa
35	DAKAR	Senegal	Africa
36	DAMASCUS	Syria	Asia & Middle East
37	DAR ES SALAAM	Tanzania	Africa
38	DOHA	Qatar	Asia & Middle East
39	DUBAI	United Arab Emirates	Asia & Middle East
40	DUBLIN	Ireland	Americas & Europe
41	GABORONE	Botswana	Africa
42	GENEVA	Switzerland	Global Governance & Continental Agenda
43	HANOI	Vietnam	Asia & Middle East
44	HARARE	Zimbabwe	Africa
45	HAVANA	Cuba	Americas & Europe
46	HELSINKI	Finland	Americas & Europe
47	HOLY SEE	Holy See	Americas & Europe
48	HONG KONG	China	Asia & Middle East
49	ISLAMABAD	Pakistan	Asia & Middle East
50	JAKARTA	Indonesia	Asia & Middle East

Mission		Country	DIRCO Region
51	JEDDAH	Saudi Arabia	Asia & Middle East
52	JUBA	Sudan	Africa
53	KAMPALA	Uganda	Africa
54	KHARTOUM	Sudan	Africa
55	KIEV	Ukraine	Americas & Europe
56	KIGALI	Rwanda	Africa
57	KINGSTON	Jamaica	Americas & Europe
58	KINSHASA	Democratic Republic of the Congo (DRC)	Africa
59	KUALA LUMPUR	Malaysia	Asia & Middle East
60	KUWAIT CITY	Kuwait	Asia & Middle East
61	LAGOS	Nigeria	Africa
62	LIBREVILLE	Gabon	Africa
63	LILONGWE	Malawi	Africa
64	LIMA	Peru	Americas & Europe
65	LISBON	Portugal	Americas & Europe
66	LONDON	United Kingdom	Americas & Europe
67	LOS ANGELES	United States of America	Americas & Europe
68	LUANDA	Angola	Africa
69	LUBUMBASHI	Democratic Republic of the Congo	Africa
70	LUSAKA	Zambia	Africa
71	MADRID	Spain	Americas & Europe
72	MALABO	Equatorial Guinea	Africa
73	MANILA	Philippines	Asia & Middle East
74	MAPUTO	Mozambique	Africa
75	MASERU	Lesotho	Africa
76	MBABANE	Swaziland	Africa
77	MEXICO CITY	Mexico	Americas & Europe
78	MILAN	Italy	Americas & Europe
79	MINSK	Belarus	Americas & Europe
80	MONROVIA	Liberia	Africa
81	MORONI	Comoros	Africa
82	MOSCOW	Russia	Americas & Europe
83	MUMBAI	India	Asia & Middle East
84	MUNICH	Germany	Americas & Europe
85	MUSCAT	Oman	Asia & Middle East
86	NAIROBI	Kenya	Africa
87	NDJAMENA	Chad	Africa
88	NEW DELHI	India	Asia & Middle East
89	NEW YORK(CG)	United States of America	Americas & Europe
90	NEW YORK(UN)	United States of America	Global Governance & Continental Agenda
91	NIAMEY	Niger	Africa
92	NOUAKCHOTT	Mauritania	Africa
93	OSLO	Norway	Americas & Europe
94	OTTAWA	Canada	Americas & Europe
95	OUAGADOUGOU	Burkina Faso	Africa
96	PARIS	France	Americas & Europe
97	PORT LOUIS	Mauritius	Africa
98	PORT OF SPAIN	Trinidad and Tobago	Americas & Europe
99	PRAGUE	Czech Republic	Americas & Europe
100	RABAT	Morocco	Africa
101	RAMALLAH	Palestine	Asia & Middle East
102	RIYADH	Saudi Arabia	Asia & Middle East
103	ROME	Italy	Americas & Europe
104	SANTIAGO	Chile	Americas & Europe
105	SAO PAULO	Brazil	Americas & Europe
106	SAO TOME	Sao Tome	Africa
107	SEOUL	Korea (South)	Asia & Middle East

Mission		Country	DIRCO Region
108	SHANGHAI	China	Asia & Middle East
109	SINGAPORE	Singapore	Asia & Middle East
110	SOFIA	Bulgaria	Americas & Europe
111	STOCKHOLM	Sweden	Americas & Europe
112	SUVA	Fiji	Asia & Middle East
113	TAIPEI	Taiwan	Asia & Middle East
114	TEHRAN	Iran	Asia & Middle East
115	TEL AVIV	Israel	Asia & Middle East
116	THE HAGUE	Netherlands	Americas & Europe
117	TOKYO	Japan	Asia & Middle East
118	TORONTO	Canada	Americas & Europe
119	TUNIS	Tunisia	Africa
120	VIENNA	Austria	Global Governance & Continental Agenda
121	WARSAW	Poland	Americas & Europe
122	WASHINGTON DC	United States of America	Americas & Europe
123	WELLINGTON	New Zealand	Asia & Middle East
124	WINDHOEK	Namibia	Africa
125	YAOUNDE	Cameroon	Africa
			Total

Source: DIRCO 2020, own analysis

9.2 Appendix 2: Staff Numbers per Mission

Table 8: Foreign Missions Total Staff Numbers 2017/18 – 2019/20

Mission		Country	DIRCO Region	Staff Count		
				2017/18	2018/19	2019/20
1	ABIDJAN	Côte d'Ivoire	Africa	22	15	13
2	ABU DHABI	United Arab Emirates	Asia & Middle East	14	12	11
3	ABUJA	Nigeria	Africa	29	23	25
4	ACCRA	Ghana	Africa	17	18	17
5	ADDIS ABABA	Ethiopia	Global Governance & Continental Agenda	75	72	73
6	ALGIERS	Algeria	Africa	22	21	18
7	AMMAN	Jordan	Asia & Middle East	12	12	14
8	ANKARA	Turkey	Americas & Europe	19	14	13
9	ANTANANARIVO	Madagascar	Africa	0	0	0
10	ASMARA	Eritrea	Africa	12	11	11
11	ASTANA	Kazakhstan	Asia & Middle East	16	12	12
12	ATHENS	Greece	Americas & Europe	17	16	16
13	BAMAKO	Mali	Africa	17	17	17
14	BANGKOK	Thailand	Asia & Middle East	17	16	16
15	BANGUI	Central African Republic	Africa	3	3	8
16	BEIJING	China	Asia & Middle East	31	32	26
17	BERLIN	Germany	Americas & Europe	42	36	34
18	BERN	Switzerland	Americas & Europe	19	17	14
19	BISSAU	Guinea-Bissau	Africa	16	14	13
20	BRASILIA	Brazil	Americas & Europe	31	32	32
21	BRAZZAVILLE	Republic of the Congo	Africa	20	16	14
22	BRUSSELS	Belgium	Americas & Europe	47	44	44
23	BUCHAREST	Romania	Americas & Europe	11	10	11
24	BUDAPEST	Hungary	Americas & Europe	16	13	12
25	BUENOS AIRES	Argentina	Americas & Europe	18	15	15
26	BUJUMBURA	Burundi	Africa	17	13	14
27	CAIRO	Egypt	Africa	25	21	21
28	CANBERRA	Australia	Asia & Middle East	22	20	21
29	CARACAS	Venezuela	Americas & Europe	13	13	14
30	CHICAGO	United States of America	Americas & Europe	15	14	14
31	COLOMBO	Sri Lanka	Asia & Middle East	13	13	14
32	CONAKRY	Guinea	Africa	14	15	13
33	COPENHAGEN	Demark	Americas & Europe	14	12	12
34	COTONOU	Benin	Africa	12	14	13
35	DAKAR	Senegal	Africa	19	18	17
36	DAMASCUS	Syria	Asia & Middle East	11	10	11
37	DAR ES SALAAM	Tanzania	Africa	18	15	13
38	DOHA	Qatar	Asia & Middle East	11	13	13
39	DUBAI	United Arab Emirates	Asia & Middle East	14	14	14
40	DUBLIN	Ireland	Americas & Europe	16	12	14
41	GABORONE	Botswana	Africa	22	25	25
42	GENEVA	Switzerland	Global Governance & Continental Agenda	29	27	28
43	HANOI	Vietnam	Asia & Middle East	18	17	17
44	HARARE	Zimbabwe	Africa	25	18	18
45	HAVANA	Cuba	Americas & Europe	31	26	28
46	HELSINKI	Finland	Americas & Europe	14	14	14
47	HOLY SEE	Holy See	Americas & Europe	8	7	7
48	HONG KONG	China	Asia & Middle East	13	12	12
49	ISLAMABAD	Pakistan	Asia & Middle East	21	23	19
50	JAKARTA	Indonesia	Asia & Middle East	17	15	16
51	JEDDAH	Saudi Arabia	Asia & Middle East	13	13	12
52	JUBA	Sudan	Africa	9	11	13
53	KAMPALA	Uganda	Africa	19	17	17

Mission		Country	DIRCO Region	Staff Count		
				2017/18	2018/19	2019/20
54	KHARTOUM	Sudan	Africa	15	15	15
55	KIEV	Ukraine	Americas & Europe	12	11	11
56	KIGALI	Rwanda	Africa	21	16	12
57	KINGSTON	Jamaica	Americas & Europe	11	10	7
58	KINSHASA	Democratic Republic of the Congo (DRC)	Africa	32	28	30
59	KUALA LUMPUR	Malaysia	Asia & Middle East	17	17	16
60	KUWAIT CITY	Kuwait	Asia & Middle East	13	14	12
61	LAGOS	Nigeria	Africa	17	15	14
62	LIBREVILLE	Gabon	Africa	18	12	14
63	LILONGWE	Malawi	Africa	18	19	20
64	LIMA	Peru	Americas & Europe	15	12	11
65	LISBON	Portugal	Americas & Europe	22	17	18
66	LONDON	United Kingdom	Americas & Europe	61	58	54
67	LOS ANGELES	United States of America	Americas & Europe	18	14	13
68	LUANDA	Angola	Africa	29	27	33
69	LUBUMBASHI	Democratic Republic of the Congo	Africa	18	16	15
70	LUSAKA	Zambia	Africa	16	15	16
71	MADRID	Spain	Americas & Europe	24	16	15
72	MALABO	Equatorial Guinea	Africa	21	20	20
73	MANILA	Philippines	Asia & Middle East	13	12	10
74	MAPUTO	Mozambique	Africa	44	41	41
75	MASERU	Lesotho	Africa	16	16	15
76	MBABANE	Swaziland	Africa	18	16	13
77	MEXICO CITY	Mexico	Americas & Europe	19	14	15
78	MILAN	Italy	Americas & Europe	14	12	14
79	MINSK	Belarus	Americas & Europe	2	1	1
80	MONROVIA	Liberia	Africa	16	13	12
81	MORONI	Comoros	Africa	16	14	12
82	MOSCOW	Russia	Americas & Europe	32	27	28
83	MUMBAI	India	Asia & Middle East	17	16	15
84	MUNICH	Germany	Americas & Europe	26	14	14
85	MUSCAT	Oman	Asia & Middle East	15	14	12
86	NAIROBI	Kenya	Africa	25	20	18
87	NDJAMENA	Chad	Africa	10	10	11
88	NEW DELHI	India	Asia & Middle East	31	31	29
89	NEW YORK(CG)	United States of America	Americas & Europe	13	21	21
90	NEW YORK(UN)	United States of America	Global Governance & Continental Agenda	35	39	38
91	NIAMEY	Niger	Africa	7	8	8
92	NOUAKCHOTT	Mauritania	Africa	14	11	11
93	OSLO	Norway	Americas & Europe	15	13	15
94	OTTAWA	Canada	Americas & Europe	31	17	18
95	OUAGADOUGOU	Burkina Faso	Africa	14	12	13
96	PARIS	France	Americas & Europe	20	33	33
97	PORT LOUIS	Mauritius	Africa	14	15	16
98	PORT OF SPAIN	Trinidad and Tobago	Americas & Europe	13	9	9
99	PRAGUE	Czech Republic	Americas & Europe	31	13	13
100	RABAT	Morocco	Africa	15	13	10
101	RAMALLAH	Palestine	Asia & Middle East	17	13	10
102	RIYADH	Saudi Arabia	Asia & Middle East	20	21	19
103	ROME	Italy	Americas & Europe	20	26	25
104	SANTIAGO	Chile	Americas & Europe	16	13	11
105	SAO PAULO	Brazil	Americas & Europe	13	15	14
106	SAO TOME	Sao Tome	Africa	8	7	6
107	SEOUL	Korea (South)	Asia & Middle East	18	15	14
108	SHANGHAI	China	Asia & Middle East	18	16	16
109	SINGAPORE	Singapore	Asia & Middle East	17	17	17

Mission		Country	DIRCO Region	Staff Count		
				2017/18	2018/19	2019/20
110	SOFIA	Bulgaria	Americas & Europe	13	12	14
111	STOCKHOLM	Sweden	Americas & Europe	20	12	13
112	SUVA	Fiji	Asia & Middle East	8	8	8
113	TAIPEI	Taiwan	Asia & Middle East	17	12	10
114	TEHRAN	Iran	Asia & Middle East	18	15	17
115	TEL AVIV	Israel	Asia & Middle East	18	15	14
116	THE HAGUE	Netherlands	Americas & Europe	13	21	22
117	TOKYO	Japan	Asia & Middle East	23	24	24
118	TORONTO	Canada	Americas & Europe	10	9	9
119	TUNIS	Tunisia	Africa	14	14	12
120	VIENNA	Austria	Global Governance & Continental Agenda	39	39	38
121	WARSAW	Poland	Americas & Europe	17	16	12
122	WASHINGTON DC	United States of America	Americas & Europe	44	43	42
123	WELLINGTON	New Zealand	Asia & Middle East	10	12	12
124	WINDHOEK	Namibia	Africa	20	20	21
125	YAOUNDE	Cameroon	Africa	14	16	18
			Total	**2395**	**2191**	**2152**

Source: DIRCO data 2020, own analysis

Table 9: Foreign Missions Staff Numbers SA Nationals vs Non South Africans

Mission		Country	DIRCO Region	2017/18		2018/19		2019/20	
				Staff - SA Nationals	Staff - Non-South Africans	Staff - SA Nationals	Staff - Non-South Africans	Staff - SA Nationals	Staff - Non-South Africans
1	ABIDJAN	Côte d'Ivoire	Africa	5	17	5	10	5	8
2	ABU DHABI	United Arab Emirates	Asia & Middle East	4	10	4	8	4	7
3	ABUJA	Nigeria	Africa	8	21	7	16	7	18
4	ACCRA	Ghana	Africa	5	12	5	13	5	12
5	ADDIS ABABA	Ethiopia	Global Governance & Continental Agenda	15	60	15	57	16	57
6	ALGIERS	Algeria	Africa	6	16	5	16	5	13
7	AMMAN	Jordan	Asia & Middle East	4	8	4	8	4	10
8	ANKARA	Turkey	Americas & Europe	6	13	4	10	5	8
9	ANTANANARIVO	Madagascar	Africa	0	0	0	0	0	0
10	ASMARA	Eritrea	Africa	4	8	4	7	4	7
11	ASTANA	Kazakhstan	Asia & Middle East	4	12	3	9	3	9
12	ATHENS	Greece	Americas & Europe	5	12	5	11	5	11
13	BAMAKO	Mali	Africa	5	12	5	12	5	12
14	BANGKOK	Thailand	Asia & Middle East	5	12	5	11	5	11
15	BANGUI	Central African Republic	Africa	3	0	3	0	3	5
16	BEIJING	China	Asia & Middle East	11	20	11	21	8	18
17	BERLIN	Germany	Americas & Europe	11	31	9	27	9	25
18	BERN	Switzerland	Americas & Europe	5	14	5	12	5	9
19	BISSAU	Guinea-Bissau	Africa	3	13	3	11	3	10
20	BRASILIA	Brazil	Americas & Europe	9	22	8	24	8	24
21	BRAZZAVILLE	Republic of the Congo	Africa	4	16	4	12	4	10
22	BRUSSELS	Belgium	Americas & Europe	12	35	11	33	11	33
23	BUCHAREST	Romania	Americas & Europe	4	7	4	6	4	7
24	BUDAPEST	Hungary	Americas & Europe	5	11	4	9	5	7
25	BUENOS AIRES	Argentina	Americas & Europe	5	13	5	10	5	10
26	BUJUMBURA	Burundi	Africa	5	12	5	8	5	9
27	CAIRO	Egypt	Africa	6	19	6	15	6	15
28	CANBERRA	Australia	Asia & Middle East	6	16	6	14	5	16
29	CARACAS	Venezuela	Americas & Europe	4	9	4	9	4	10
30	CHICAGO	United States of America	Americas & Europe	5	10	5	9	5	9

Mission		Country	DIRCO Region	2017/18		2018/19		2019/20	
				Staff - SA Nationals	Staff - Non-South Africans	Staff - SA Nationals	Staff - Non-South Africans	Staff - SA Nationals	Staff - Non-South Africans
31	COLOMBO	Sri Lanka	Asia & Middle East	4	9	4	9	4	10
32	CONAKRY	Guinea	Africa	5	9	5	10	5	8
33	COPENHAGEN	Demark	Americas & Europe	4	10	4	8	4	8
34	COTONOU	Benin	Africa	4	8	5	9	4	9
35	DAKAR	Senegal	Africa	5	14	5	13	5	12
36	DAMASCUS	Syria	Asia & Middle East	4	7	3	7	3	8
37	DAR ES SALAAM	Tanzania	Africa	6	12	6	9	6	7
38	DOHA	Qatar	Asia & Middle East	4	7	4	9	4	9
39	DUBAI	United Arab Emirates	Asia & Middle East	5	9	5	9	5	9
40	DUBLIN	Ireland	Americas & Europe	5	11	4	8	4	10
41	GABORONE	Botswana	Africa	7	15	7	18	7	18
42	GENEVA	Switzerland	Global Governance & Continental Agenda	14	15	14	13	15	13
43	HANOI	Vietnam	Asia & Middle East	6	12	5	12	5	12
44	HARARE	Zimbabwe	Africa	7	18	6	12	6	12
45	HAVANA	Cuba	Americas & Europe	6	25	6	20	6	22
46	HELSINKI	Finland	Americas & Europe	4	10	4	10	4	10
47	HOLY SEE	Holy See	Americas & Europe	1	7	2	5	2	5
48	HONG KONG	China	Asia & Middle East	4	9	4	8	4	8
49	ISLAMABAD	Pakistan	Asia & Middle East	4	17	4	19	4	15
50	JAKARTA	Indonesia	Asia & Middle East	7	10	6	9	6	10
51	JEDDAH	Saudi Arabia	Asia & Middle East	3	10	3	10	3	9
52	JUBA	Sudan	Africa	4	5	5	6	5	8
53	KAMPALA	Uganda	Africa	5	14	5	12	5	12
54	KHARTOUM	Sudan	Africa	5	10	5	10	5	10
55	KIEV	Ukraine	Americas & Europe	3	9	3	8	3	8
56	KIGALI	Rwanda	Africa	5	16	5	11	5	7
57	KINGSTON	Jamaica	Americas & Europe	5	6	4	6	4	3
58	KINSHASA	Democratic Republic of the Congo (DRC)	Africa	9	23	7	21	8	22
59	KUALA LUMPUR	Malaysia	Asia & Middle East	6	11	6	11	6	10
60	KUWAIT CITY	Kuwait	Asia & Middle East	4	9	4	10	4	8
61	LAGOS	Nigeria	Africa	5	12	5	10	5	9
62	LIBREVILLE	Gabon	Africa	5	13	4	8	5	9
63	LILONGWE	Malawi	Africa	5	13	5	14	5	15
64	LIMA	Peru	Americas & Europe	4	11	4	8	4	7
65	LISBON	Portugal	Americas & Europe	5	17	4	13	4	14
66	LONDON	United Kingdom	Americas & Europe	16	45	13	45	13	41
67	LOS ANGELES	United States of America	Americas & Europe	9	9	5	9	5	8
68	LUANDA	Angola	Africa	9	20	6	21	6	27
69	LUBUMBASHI	Democratic Republic of the Congo	Africa	4	14	4	12	4	11
70	LUSAKA	Zambia	Africa	5	11	5	10	5	11
71	MADRID	Spain	Americas & Europe	12	12	4	12	4	11
72	MALABO	Equatorial Guinea	Africa	3	18	3	17	3	17
73	MANILA	Philippines	Asia & Middle East	4	9	4	8	4	6
74	MAPUTO	Mozambique	Africa	7	37	6	35	6	35
75	MASERU	Lesotho	Africa	6	10	5	11	5	10
76	MBABANE	Swaziland	Africa	5	13	5	11	5	8
77	MEXICO CITY	Mexico	Americas & Europe	5	14	5	9	5	10
78	MILAN	Italy	Americas & Europe	4	10	4	8	4	10
79	MINSK	Belarus	Americas & Europe	1	1	1	0	1	0
80	MONROVIA	Liberia	Africa	5	11	4	9	4	8
81	MORONI	Comoros	Africa	4	12	4	10	4	8
82	MOSCOW	Russia	Americas & Europe	10	22	10	17	10	18
83	MUMBAI	India	Asia & Middle East	4	13	4	12	4	11

Mission		Country	DIRCO Region	2017/18		2018/19		2019/20	
				Staff - SA Nationals	Staff - Non-South Africans	Staff - SA Nationals	Staff - Non-South Africans	Staff - SA Nationals	Staff - Non-South Africans
84	MUNICH	Germany	Americas & Europe	5	21	5	9	5	9
85	MUSCAT	Oman	Asia & Middle East	4	11	4	10	4	8
86	NAIROBI	Kenya	Africa	6	19	6	14	5	13
87	NDJAMENA	Chad	Africa	4	6	4	6	4	7
88	NEW DELHI	India	Asia & Middle East	12	19	10	21	10	19
89	NEW YORK(CG)	United States of America	Americas & Europe	5	8	5	16	5	16
90	NEW YORK(UN)	United States of America	Global Governance & Continental Agenda	23	12	27	12	26	12
91	NIAMEY	Niger	Africa	3	4	3	5	3	5
92	NOUAKCHOTT	Mauritania	Africa	4	10	4	7	4	7
93	OSLO	Norway	Americas & Europe	5	10	4	9	5	10
94	OTTAWA	Canada	Americas & Europe	8	23	6	11	6	12
95	OUAGADOUGOU	Burkina Faso	Africa	4	10	4	8	4	9
96	PARIS	France	Americas & Europe	13	7	10	23	10	23
97	PORT LOUIS	Mauritius	Africa	4	10	4	11	5	11
98	PORT OF SPAIN	Trinidad and Tobago	Americas & Europe	3	10	3	6	3	6
99	PRAGUE	Czech Republic	Americas & Europe	5	26	4	9	4	9
100	RABAT	Morocco	Africa	4	11	4	9	4	6
101	RAMALLAH	Palestine	Asia & Middle East	5	12	4	9	4	6
102	RIYADH	Saudi Arabia	Asia & Middle East	5	15	5	16	5	14
103	ROME	Italy	Americas & Europe	8	12	8	18	8	17
104	SANTIAGO	Chile	Americas & Europe	5	11	4	9	4	7
105	SAO PAULO	Brazil	Americas & Europe	4	9	4	11	4	10
106	SAO TOME	Sao Tome	Africa	4	4	4	3	3	3
107	SEOUL	Korea (South)	Asia & Middle East	5	13	5	10	5	9
108	SHANGHAI	China	Asia & Middle East	5	13	5	11	5	11
109	SINGAPORE	Singapore	Asia & Middle East	8	9	8	9	8	9
110	SOFIA	Bulgaria	Americas & Europe	4	9	4	8	4	10
111	STOCKHOLM	Sweden	Americas & Europe	5	15	5	7	5	8
112	SUVA	Fiji	Asia & Middle East	3	5	3	5	3	5
113	TAIPEI	Taiwan	Asia & Middle East	4	13	3	9	4	6
114	TEHRAN	Iran	Asia & Middle East	5	13	5	10	5	12
115	TEL AVIV	Israel	Asia & Middle East	5	13	4	11	4	10
116	THE HAGUE	Netherlands	Americas & Europe	8	5	7	14	8	14
117	TOKYO	Japan	Asia & Middle East	8	15	9	15	9	15
118	TORONTO	Canada	Americas & Europe	3	7	3	6	3	6
119	TUNIS	Tunisia	Africa	4	10	4	10	4	8
120	VIENNA	Austria	Global Governance & Continental Agenda	13	26	14	25	14	24
121	WARSAW	Poland	Americas & Europe	5	12	5	11	5	7
122	WASHINGTON DC	United States of America	Americas & Europe	18	26	15	28	16	26
123	WELLINGTON	New Zealand	Asia & Middle East	5	5	5	7	5	7
124	WINDHOEK	Namibia	Africa	5	15	5	15	5	16
125	YAOUNDE	Cameroon	Africa	5	9	5	11	5	13
			Total	727	1668	678	1513	681	1471

Source: DIRCO data 2020, own analysis

9.3 Appendix 3: Expenditure by Missions (R'000)

Table 10: Expenditure by Mission 2017/18 – 2019/20

Mission	Country	DIRCO Region	Operating Leases - Buildings	Operating Leases - Equipment	Total CoE Expenditure	Total Expenditure (2017/18-2019/20)
ABIDJAN	Côte d'Ivoire	Africa	12 862	21	37 471	61 252
ABU DHABI	United Arab Emirates	Asia & Middle East	15 465	-	43 668	67 874
ABUJA	Nigeria	Africa	20 827	305	62 386	106 450
ACCRA	Ghana	Africa	35 611	192	36 484	88 480
ADDIS ABABA	Ethiopia	Global Governance & Continental Agenda	37 328	858	120 787	204 370
ALGIERS	Algeria	Africa	29 885	-	30 282	70 449
AMMAN	Jordan	Asia & Middle East	15 485	-	36 136	59 869
ANKARA	Turkey	Americas & Europe	24 298	149	43 990	86 772
ANTANANARIVO	Madagascar	Africa	19 772	-	26 240	56 834
ASMARA	Eritrea	Africa	4 670	-	26 103	37 911
ASTANA	Kazakhstan	Asia & Middle East	15 645	-	33 935	53 411
ATHENS	Greece	Americas & Europe	3 828	87	56 639	73 041
BAMAKO	Mali	Africa	8 184	33	35 550	52 053
BANGKOK	Thailand	Asia & Middle East	21 871	4	40 983	72 093
BANGUI	Central African Republic	Africa	2 071	-	11 937	21 287
BEIJING	China	Asia & Middle East	80 575	39	107 897	214 181
BERLIN	Germany	Americas & Europe	14 931	348	134 976	180 602
BERN	Switzerland	Americas & Europe	13 941	201	95 839	127 940
BISSAU	Guinea-Bissau	Africa	8 270	-	21 488	36 894
BRASILIA	Brazil	Americas & Europe	10 517	58	100 137	127 844
BRAZZAVILLE	Republic of the Congo	Africa	18 756	202	34 931	65 352
BRUSSELS	Belgium	Americas & Europe	13 381	525	175 536	248 863
BUCHAREST	Romania	Americas & Europe	15 885	189	24 994	50 147
BUDAPEST	Hungary	Americas & Europe	13 515	205	31 298	53 829
BUENOS AIRES	Argentina	Americas & Europe	5 148	265	44 003	61 532
BUJUMBURA	Burundi	Africa	13 190	4	34 272	53 499
CAIRO	Egypt	Africa	19 596	26	41 763	66 479
CANBERRA	Australia	Asia & Middle East	4 722	731	72 246	92 715
CARACAS	Venezuela	Americas & Europe	13 993	-	47 637	68 987
CHICAGO	United States of America	Americas & Europe	36 818	405	57 863	101 451
COLOMBO	Sri Lanka	Asia & Middle East	13 456	121	24 004	42 459
CONAKRY	Guinea	Africa	11 895	4	32 042	55 028
COPENHAGEN	Demark	Americas & Europe	6 425	86	49 019	62 976
COTONOU	Benin	Africa	8 773	-	33 619	49 393
DAKAR	Senegal	Africa	13 758	-	42 644	67 397
DAMASCUS	Syria	Asia & Middle East	23 576	11	23 484	52 063
DAR ES SALAAM	Tanzania	Africa	9 753	-	40 179	62 214
DOHA	Qatar	Asia & Middle East	14 319	-	38 099	58 422
DUBAI	United Arab Emirates	Asia & Middle East	29 637	11	47 610	85 036
DUBLIN	Ireland	Americas & Europe	30 533	246	49 592	87 595
GABORONE	Botswana	Africa	26 202	343	42 900	76 817
GENEVA	Switzerland	Global Governance & Continental Agenda	96 852	911	186 555	315 419
HANOI	Vietnam	Asia & Middle East	25 058	-	35 698	69 703
HARARE	Zimbabwe	Africa	7 310	504	66 969	93 665
HAVANA	Cuba	Americas & Europe	20 949	-	43 072	73 654
HELSINKI	Finland	Americas & Europe	23 608	66	47 559	80 501
HOLY SEE	Holy See	Americas & Europe	6 754	47	17 140	27 411
HONG KONG	China	Asia & Middle East	58 471	109	38 520	104 922
ISLAMABAD	Pakistan	Asia & Middle East	19 900	-	26 264	54 116
JAKARTA	Indonesia	Asia & Middle East	27 822	94	42 913	81 881
JEDDAH	Saudi Arabia	Asia & Middle East	11 262	144	32 333	50 226

Mission	Country	DIRCO Region	Operating Leases - Buildings	Operating Leases - Equipment	Total CoE Expenditure	Total Expenditure (2017/18-2019/20)
JUBA	Sudan	Africa	22 639	-	29 518	66 924
KAMPALA	Uganda	Africa	26 447	-	34 610	69 008
KHARTOUM	Sudan	Africa	14 574	-	37 568	59 761
KIEV	Ukraine	Americas & Europe	18 539	152	21 187	47 458
KIGALI	Rwanda	Africa	11 612	-	33 283	52 802
KINGSTON	Jamaica	Americas & Europe	13 256	184	26 957	54 530
KINSHASA	Democratic Republic of the Congo (DRC)	Africa	2 720	-	86 564	111 383
KUALA LUMPUR	Malaysia	Asia & Middle East	17 200	259	40 395	65 527
KUWAIT CITY	Kuwait	Asia & Middle East	11 104	26	36 542	50 859
LAGOS	Nigeria	Africa	34 281	50	48 494	97 891
LIBREVILLE	Gabon	Africa	12 662	1	37 619	61 805
LILONGWE	Malawi	Africa	1 254	102	36 717	52 708
LIMA	Peru	Americas & Europe	14 063	-	32 992	53 564
LISBON	Portugal	Americas & Europe	5 300	292	54 373	74 763
LONDON	United Kingdom	Americas & Europe	85 187	370	187 226	303 017
LOS ANGELES	United States of America	Americas & Europe	33 969	608	55 872	99 188
LUANDA	Angola	Africa	89 123	-	87 854	198 476
LUBUMBASHI	Democratic Republic of the Congo	Africa	11 796	-	36 215	58 287
LUSAKA	Zambia	Africa	15 566	-	42 290	66 173
MADRID	Spain	Americas & Europe	5 797	1 312	56 046	84 689
MALABO	Equatorial Guinea	Africa	14 150	-	35 163	59 118
MANILA	Philippines	Asia & Middle East	19 500	247	28 700	53 645
MAPUTO	Mozambique	Africa	-	27	72 886	89 406
MASERU	Lesotho	Africa	125	1 038	26 006	39 345
MBABANE	Swaziland	Africa	6 715	116	24 932	36 151
MEXICO CITY	Mexico	Americas & Europe	23 674	171	36 850	66 722
MILAN	Italy	Americas & Europe	11 077	248	51 038	71 936
MINSK	Belarus	Americas & Europe	-	-	1 995	1 995
MONROVIA	Liberia	Africa	8 895	183	28 233	43 004
MORONI	Comoros	Africa	3 314	-	26 006	36 347
MOSCOW	Russia	Americas & Europe	70 455	-	99 317	200 130
MUMBAI	India	Asia & Middle East	48 242	224	29 343	88 253
MUNICH	Germany	Americas & Europe	18 654	338	45 185	76 969
MUSCAT	Oman	Asia & Middle East	16 690	52	34 919	55 827
NAIROBI	Kenya	Africa	21 099	90	51 739	83 698
NDJAMENA	Chad	Africa	9 859	424	25 313	42 950
NEW DELHI	India	Asia & Middle East	36 675	112	64 657	117 827
NEW YORK(CG)	United States of America	Americas & Europe	124 106	545	82 627	236 409
NEW YORK(UN)	United States of America	Global Governance & Continental Agenda	51 745	1 531	158 512	243 004
NIAMEY	Niger	Africa	5 292	138	16 729	28 139
NOUAKCHOTT	Mauritania	Africa	11 205	-	20 432	39 665
OSLO	Norway	Americas & Europe	26 589	131	43 884	78 882
OTTAWA	Canada	Americas & Europe	6 972	466	63 645	80 108
OUAGADOUGOU	Burkina Faso	Africa	10 495	-	32 438	52 912
PARIS	France	Americas & Europe	20 592	1 357	140 085	198 320
PORT LOUIS	Mauritius	Africa	17 697	72	31 243	55 753
PORT OF SPAIN	Trinidad and Tobago	Americas & Europe	15 187	148	28 207	52 604
PRAGUE	Czech Republic	Americas & Europe	9 664	124	29 605	45 699
RABAT	Morocco	Africa	9 093	88	27 115	45 408
RAMALLAH	Palestine	Asia & Middle East	12 435	14	46 980	67 878
RIYADH	Saudi Arabia	Asia & Middle East	24 047	250	52 151	85 672
ROME	Italy	Americas & Europe	9 424	398	94 362	140 438
SANTIAGO	Chile	Americas & Europe	19 437	398	36 876	73 505
SAO PAULO	Brazil	Americas & Europe	13 710	193	50 032	76 995

Mission	Country	DIRCO Region	Operating Leases - Buildings	Operating Leases - Equipment	Total CoE Expenditure	Total Expenditure (2017/18-2019/20)
SAO TOME	Sao Tome	Africa	7 020	-	17 429	26 861
SEOUL	Korea (South)	Asia & Middle East	37 588	160	57 158	103 842
SHANGHAI	China	Asia & Middle East	51 357	78	52 017	115 009
SINGAPORE	Singapore	Asia & Middle East	53 297	-	56 253	118 008
SOFIA	Bulgaria	Americas & Europe	11 400	-	27 851	47 829
STOCKHOLM	Sweden	Americas & Europe	22 174	275	39 208	67 116
SUVA	Fiji	Asia & Middle East	5 526	54	21 087	30 440
TAIPEI	Taiwan	Asia & Middle East	22 981	138	47 960	82 419
TEHRAN	Iran	Asia & Middle East	21 029	0	46 903	73 919
TEL AVIV	Israel	Asia & Middle East	24 316	287	52 152	92 923
THE HAGUE	Netherlands	Americas & Europe	11 762	561	83 164	118 583
TOKYO	Japan	Asia & Middle East	78 951	682	90 306	194 596
TORONTO	Canada	Americas & Europe	15 552	151	37 362	59 455
TUNIS	Tunisia	Africa	6 469	-	24 238	38 205
VIENNA	Austria	Global Governance & Continental Agenda	20 891	687	163 539	216 205
WARSAW	Poland	Americas & Europe	16 551	121	35 858	59 111
WASHINGTON DC	United States of America	Americas & Europe	21 812	1 372	175 375	224 905
WELLINGTON	New Zealand	Asia & Middle East	29 853	152	41 715	77 662
WINDHOEK	Namibia	Africa	1 146	206	31 168	43 275
YAOUNDE	Cameroon	Africa	14 115	186	35 492	62 870
		Total (R'000)	**2 655 044**	**25 132**	**6 423 454**	**10 660 125**

Source: BAS 2020, own analysis