



## **Summary of the Annual Performance Plan 2015-2016 of the Department of International Relations and Cooperation**

March 2015

### **1. Introduction**

The Annual Performance Plan (APP) 2015 – 2016 builds on the Department of International Relations and Cooperation (herein referred to as the Department) previous strategic plans by outlining its key goals and tasks aimed at supporting South Africa's foreign policy objectives. The objectives described in the APP are based on South Africa's National Development Plan (NDP) and Vision 2030. While the latter outlines South Africa's national goals for the next few years, it is also designed to address impediments to the country's national interests.<sup>1</sup> The following brief will summarise the key elements of the APP to assist Members of the Portfolio Committee on International Relations (herein referred to as the Committee) in understanding the goals of the Department for this financial year.

### **2. Summary of core issues identified by the Minister of International Relations and Cooperation Ms. Maite Nkoane-Mashabane**

In the opening section of the Annual Performance Plan, Minister Maite Nkoane-Mashabane raises the following points:

- Building a strong Africa and deepening its Agenda is the foremost principle of the Department, and continues to be the centrepiece of South Africa's foreign policy. As such, the Minister emphasizes that self-reliance and finding African solutions to African problems is an inspiration to the work of the Department as it advances the New Partnership for Africa's Development (NEPAD) and the African Peer Review Mechanism (APRM), as well as establishing an African security architecture
- South Africa led efforts towards resolution of the political impasse in Zimbabwe and Madagascar. South Africa also remains engaged in the Democratic Republic of Congo (DRC) and South Sudan among others. In particular, President Jacob Zuma appointed Deputy President Mr Cyril Ramaphosa as Special Envoy to South Sudan
- South Africa fully supports the aspirations of Agenda 2063 and supports regional integration efforts in the Southern African Development Community (SADC) neighbourhood which is key to economic growth and intra-Africa trade
- South Africa was unanimously elected to chair the SADC Organ on Politics, Defence and Security Cooperation, and led successful SADC Electoral Observer Missions (SEOMs) to Mozambique, Botswana, Namibia, Mauritius, Zambia and Lesotho. In Lesotho, South Africa's contribution averted a crisis which could have had dire political and social consequences

<sup>1</sup> The Department of International Relations and Cooperation Annual Performance Plan 2015-2016



- South Africa played a leading role in efforts to bring peace and stability in the DRC, working with other SADC member states and the Joint SADC International Conference on the Great Lakes Region mechanism.
- The Minister also noted that progress is being made with the M23 rebel group, having been defeated militarily by the SADC Intervention Brigade. Also the Democratic Forces of the Liberation of Rwanda have been given strict deadlines to proceed with their voluntary disarmament.<sup>2</sup>

Regarding South-South Cooperation, Minister Nkoane-Mashabane noted as follows:

- South-South cooperation remains an integral part of South Africa's own socio-economic development towards achieving the goals reflected in our NDP's Vision 2030
- South Africa has achieved a number of developments in terms of its membership in South-South formations such as Brazil, Russia, India, China and South Africa (BRICS); Forum on China-Africa Cooperation (FOCAC); and multilateral bodies such as the Non-Aligned Movement and the G77 plus China.
- South Africa's bilateral networks with Asia, the Middle East, Latin America and the Caribbean have also contributed to enhance cooperation in trade, investment and other economic relations
- The BRICS New Development Bank has formally been established at this year's BRICS Summit in Fortaleza, Brazil
- South Africa will host FOCAC this which will be focused on injecting new impetus to the development of China-Africa relations and elevate the New Type of China-Africa Strategic Partnership to a higher level.<sup>3</sup>

The Minister then shifted to North-South Dialogue and noted the following:

- Europe remains one of South Africa's key strategic regions, as such the country continues to maintain cordial relations with countries in that region.
- The European Union (EU) remains South Africa's primary trading and investment partner in the world.
- The Minister noted the conclusion of the Economic Partnership Agreement negotiations as a major milestone.

The Minister then concludes by discussing other strategic issues related to global systems of governance by noting the following

- South Africa will continue to be a strong voice for reform of global governance in Bretton Woods Institutions and the United Nations (UN).
- South Africa will continue to actively participate in groupings such as the Group of 77 plus China, which South Africa is chairing in 2015.

<sup>2</sup> The Department of International Relations and Cooperation Annual Performance Plan 2015-2016.

<sup>3</sup> Ibid.



- South Africa took its seat as a newly elected member of the UN Human Rights Council on 1 January 2014 which reaffirms its commitment to the achievement of human rights to all citizens of the world

## **2. Summary of issues discussed by Director General of DIRCO H. E. Ambassador Mr. Jerry Matjila**

In the foreword of the Annual Performance Plan of the Department, Director General of the Department H. E Ambassador Jerry Matjila, the following points are highlighted:

- The Annual Performance Plan is informed by the five priority areas of government, the Medium Term Strategic Framework (MTSF), and the 12 Strategic Outcomes, to which all government departments must subscribe to and act upon. Of particular importance to the department is the Delivery Agreement for Outcome 11, which focuses on international relations and is entitled: Creating a Better South Africa and Contributing to a Better and Safer Africa in a Better World.<sup>4</sup>
- South Africa remains committed to contributing to the needs of the continent and efforts are underway to finalise the operationalisation of the South African Development Partnership Agency, following the President's Proclamation, which was gazetted in 2013. Consultation have been undertaken and stakeholder inputs made will culminate in the final approval for the Partnership Fund for Development and, consequently the operationalisation of the agency.<sup>5</sup>
- South Africa has contributed to the African Union's Agenda 2063 through, among others, convening the national consultative fora. In addition, South Africa agreed in January 2015 to host the AU Summit in June 2015. South Africa will draw on its experience with regional partners to work towards the establishment of a continental free trade area based on the terms of Reference adopted by the January 2015 AU Summit.<sup>6</sup>
- South Africa has assumed the position of Chair of the Group of 77 plus China for the 2015 calendar year which will provide it with an opportunity to advance positions in the UN Post-2015 Development Agenda as well as the creation of a legal instrument on climate change under the Durban Platform for Enhanced Action
- South Africa will use the UN celebrations of 70 years of existence as an opportunity to raise the matter of reform
- South Africa will participate in the Seventh BRICS Summit which is scheduled to take place from 8 to 10 July in Ufa, Russian Federation which will include a feedback report from the

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<sup>4</sup> The Department of International Relations and Cooperation Annual Performance Plan 2015-2016

<sup>5</sup> Ibid

<sup>6</sup> The Department of International Relations and Cooperation Annual Performance Plan 2015-2016



interim Board of Directors on the operationalisation of the New Development Bank which also includes the Africa Regional Centre

- South Africa will also host the 6<sup>th</sup> Forum for China-Africa Cooperation Ministerial as Co-chair with China, the Second New Africa-Asia Strategic Partnership as co-chair with Indonesia and the Tokyo International Conference for Africa's Development, among others.
- South Africa will participate in the Group of Twenty (G20) and Group of Eight (G8) to advocate for the need to channel resources to Africa's development and the development of the South in general
- The Department will continue to emphasize the role of Public Diplomacy in showcasing its achievements as well as continue to recognize the professional services rendered by State Protocol, the Office of the Chief State Law Adviser and Consular Services.<sup>7</sup>

### **3. Summary of Department Strategic Objectives and targets by Programme**

The focus of international relations work relates to the following key areas:

- Enhanced African Agenda and Sustainable Development;
- Strengthen Political and Economic Integration of SADC;
- Strengthen South-South Relations;
- Strengthen Relations with Strategic Formations of the North;
- Participate in the Global System of Governance; and
- Strengthen Political and Economic Relations.<sup>8</sup>

#### **3.1 Programme 1: Administration**

The purpose of this programme to develop the overall policy and manage the Department of International Relations and Cooperation (DIRCO).

This programme has the following sub-programmes:

- Ministry;
- Departmental Management;
- Audit Services;
- Financial Management;
- Corporate Services;
- Diplomatic Training, Research and Development;
- Foreign Fixed Asset Management;
- Office Accommodation<sup>9</sup>

#### **Strategic Objectives**

<sup>7</sup> The Department of International Relations and Cooperation Annual Performance Plan 2015-2016.

<sup>8</sup> Department of International Relations and Cooperation Strategic Plan 2013-2018.

<sup>9</sup> The Department of International Relations and Cooperation Annual Performance Plan 2015-2016.



The Strategic Objective of this programme is to achieve an efficient, effective, economical and fully capacitated department.<sup>10</sup>

### Strategic Objectives of each Sub-programme

<b>Corporate Services</b>
To manage resources efficiently and effectively through sound administration and good governance
<b>Corporate Management</b>
To implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored
<b>Diplomatic Training, Research and Development</b>
To provide effective training and research in support of departmental strategic objectives
<b>Internal Audit and Risk Management</b>
To establish an adequate, effective and efficient system of internal controls and corporate governance
To establish a culture of risk management, governance and ethical behaviour to ensure improved internal control environment and performance

### Medium-term Targets 2015/16 by Sub-programme

<b>Corporate Services</b>
Financial Systems Integrated
<b>Corporate Management</b>
Reduces vacancy rate within the minimum national average of 10 per cent
Performance review and annual assessment completed at the agreed time
<b>Diplomatic Training, Research and Development</b>
Training programme meet tie accreditation standards
Maintain ISO Certification for Quality Management System (QMS)
To appraise and advise principals of unfolding foreign policy developments in support of departmental and government objectives through research papers
<b>Internal Audit and Risk Management</b>

<sup>10</sup> Ibid



Effective and efficient system of internal controls that is transparent to all end users
Risk Management maturity level 2 in accordance with National Treasury's Risk Maturity Model

### 3.2 Programme 2: International Relations

The purpose of this programme is to promote relations with foreign countries.<sup>11</sup> Its Sub-programmes are:

- Africa
- Asia and the Middle East
- Americas and the Caribbean
- Europe

#### Strategic Objective

The Strategic Objective of this programme is to promote policies, strategies and programmes to advance South Africa's national priorities through strengthened political, economic and social relations with targeted countries.<sup>12</sup>

#### Medium-term Targets 2015/16

<b>Strategic Objective</b>
Number of structured bilateral mechanisms and high-level engagements coordinated to promote national priorities, the African Agenda and the Agenda of the South
<b>Target</b>
34 structured bilateral mechanisms and 58 high-level engagements

<b>Strategic Objective</b>
Number of economic diplomacy activities undertaken to increase value-added exports, attract Foreign Direct Investment (FDI) to priority sectors to promote tourism and South Africa's image abroad and the removal of non-tariff barrier
<b>Target</b>
273 trade and investment seminars
155 engagements with chambers of commerce
17 bilateral meetings held with targeted government ministries
17 high-level potential investors
59 tourism promotion events

<sup>11</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016.

<sup>12</sup> Ibid.



### 3.3 Programme 3: International Cooperation

The Purpose of this programme is to facilitate participation in international organisations and institutions in line with South Africa's national values and foreign policy objectives.<sup>13</sup>

This programme has the following sub-programmes:

- System of Global Governance
- Continental Cooperation
- South-South Cooperation
- North-South Cooperation

#### Sub-programme 3.1: System of Global Governance

The primary Strategic Objective of this sub-programme is to participate in international organisations and institutions in line with South Africa's national values and foreign policy objectives.

#### Medium-term Targets 2015/16 as per the Strategic Objectives and Performance Indicators<sup>14</sup>

<b>Strategic Objective</b>
To enhance international responsiveness to the needs of developing countries and Africa through negotiations and influencing processes in the Global Governance System towards a reformed, strengthened and equitable rules-based multilateral system
<b>Target</b>
<b>80 per cent</b> of resolutions, decisions or outcomes reflecting South Africa's national interest

<b>Performance Indicator</b>
Number of multilateral structures and processes engaged in to enhance the responsiveness of the multilateral system to South Africa's needs and the needs of developing countries
<b>Target</b>
Negotiated and influenced the outcomes of <b>21 multilateral meetings</b> and processes to reflect South Africa's national interest on peace and security, sustainable development (social, economic and environmental), human rights and humanitarian affairs, international crime and international law

<b>Performance Indicator</b>
Percentage of approved requests for humanitarian assistance disbursed
<b>Target</b>

<sup>13</sup> Ibid.

<sup>14</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016.



**100 per cent approved requests** disbursed

<b>Performance Indicator</b>
Number of multistate meetings and processes, influential in the System of Global Governance, engaged in to advance South Africa's foreign policy objectives
<b>Target</b>
Negotiated and influenced the outcomes of <b>3 multistate meetings</b> and processes to reflect South Africa's national Interest on peace and security, sustainable development (social, economic and environmental), human rights and humanitarian affairs, international crime and international law

<b>Performance Indicator</b>
Percentage requests responded to for legal and policy advice, services and assistance relating to international law, treaties and treaty obligations, contributions to the formulation/development of international law and on compliance with domestic law and policy
<b>Target</b>
<b>100 percent legal services</b> , advice and assistance provided

**Sub-programme 3.2: Continental Cooperation**

The Strategic Objective of this subprogramme is to enhance the African Agenda and Sustainable Development

**Medium-term Targets 2015/16 as per the Strategic Objectives and Performance Indicators<sup>15</sup>**

<b>Strategic Objective</b>
To enhance the African Agenda
<b>Target</b>
South African positions advanced at AU Summits, and Peace and Security Council (AUPSC) and related meetings to promote peace and stability, socio-economic development as well as good governance and democracy on the continent

<b>Performance Indicator</b>
Number of AU structures and processes used to promote peace and stability, socio-economic development as well as good governance and democracy on the continent
<b>Target</b>
3 meetings of AU structures to promote peace and stability, socio-economic development, good governance and democracy

**Performance Indicator**

<sup>15</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016.





Number of AU structures and processes on peace and security supported to advance peace and security in Africa
<b>Target</b>
3 AU structures and processes on peace and security supported to advance peace and security in Africa

<b>Performance Indicator</b>
Percentage requests responded to for participation in election observer missions
<b>Target</b>
100 per cent

<b>Performance Indicator</b>
Number of Pan-African Parliament sessions supported in compliance with PAP Host Country Agreement
<b>Target</b>
2 PAP sessions per annum

<b>Performance Indicator</b>
Number of APRM summits' focal point meetings and processes supported with substance and logistics to enhance good governance on the continent
<b>Target</b>
Prepare for 2 APRM Summits

<b>Performance Indicator</b>
Number of ACHPR sessions supported with substance and logistics
<b>Target</b>
2 ACHPR sessions

<b>Performance Indicator</b>
Number of NEPAD summits and processes supported with substance and logistics to enhance socio-economic development on the continent
<b>Target</b>
2 NEPAD Heads of State and Government summits

### Sub-programme 3.3 Continental Cooperation

To strengthen the political and economic integration of the Southern African Development Community



### Medium-term Targets 2015/15 as per the Strategic Objectives and Performance Indicators<sup>16</sup>

<b>Strategic Objective</b>
To strengthen political and economic integration and development of SADC
<b>Target</b>
Promoted peace and stability, socio-economic development, good governance and democracy and regional integration within SADC through participation of SADC structures

<b>Performance Indicator</b>
Number of SADC structures and processes used to promote peace and stability, socio-economic development, good governance and democracy and regional integration
<b>Target</b>
11 structures supported to promote peace and stability, socio-economic development, good governance and democracy and regional integration

<b>Performance Indicator</b>
Number of SADC structures and processes supported with substance and logistics to promote peace and stability, socio-economic development, good governance and democracy and regional integration
<b>Target</b>
11 structures and processes to promote peace and stability, socio-economic development, good governance and democracy and regional integration

### Sub-Programme 3.3: South-South Cooperation

The Strategic Objective of this Sub-programme is to strengthen South-South Cooperation by utilising membership and engagements with groupings of the South to advance South Africa's foreign policy objectives

### Medium-term Targets 2015/16 as per the Strategic Objectives and Performance Indicators<sup>17</sup>

<b>Strategic Objective</b>
To strengthen and consolidate South-South relations by utilising membership and engagements with groupings of the South to advance South Africa's international relations policy
<b>Target</b>
Targeted resolutions and decisions reflecting South Africa's positions
National obligations towards the establishment of the New Development Bank (NDB) Africa Regional Centre in South Africa fulfilled

<sup>16</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016.

<sup>17</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016.



2 strategies for South Africa's engagements for identified formations and groupings of the South developed and implemented

<b>Performance Indicator</b>
Number of high-level meetings of organisations of the South engaged in to contribute to and advance common positions of the South, aligned to South Africa's foreign policy positions
<b>Target</b>
Influenced the outcome of 18 meetings and processes of organisations of the South to reflect South Africa's national positions

<b>Performance Indicator</b>
Number of BRICS structures and processes engaged to advance the Development Agenda in line with South Africa's international relations policy objectives
<b>Target</b>
7 <sup>th</sup> BRICS Summit
BRICS Ministers Meeting
UNGA

**Sub-Programme: North-South Cooperation**

The Strategic Objective of this Sub-programme is to pursue beneficial relations with strategic formations of the North

**Medium-term Targets 2015/16 as per the Strategic Objectives and Performance Indicators<sup>18</sup>**

<b>Strategic Objective</b>
To advance and leverage national priorities, the African Agenda, Development Agenda of the South with formations of the North
<b>Target</b>
Targeted resolutions and decisions reflecting South Africa's positions

<b>Performance Indicator</b>
Number of high-level engagements with strategic formations of the North to contribute to and advance national priorities, the African Agenda and the Agenda of the South positions
<b>Target</b>
Influenced to outcome of 8 meetings and processes of strategic formations of the North to reflect South Africa's national positions

<sup>18</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016.



### 3.4 Programme 4: Public Diplomacy and State Protocol

The purpose of this programme is to provide an effective State Protocol service to Heads of State and Government and designated dignitaries and render advisory services to various stakeholders. Additionally, this programme seeks to advance a positive projection of South Africa's image through communication strategies on South Africa's foreign policy positions and programmes nationally and internationally.<sup>19</sup>

Programme 4 consists of the following sub-programmes:

#### Sub-programme 4.1: Public Diplomacy:

The Strategic Objective of this sub-programme is to provide strategic public diplomacy direction nationally and internationally.<sup>20</sup>

#### Medium-term Targets 2015/16 as per the Strategic Objectives and Performance Indicators<sup>21</sup>

<b>Strategic Objective</b>
To create a better understanding and awareness of South Africa's international relations policy through targeted public diplomacy partnerships and platforms
<b>Target</b>
Annual Public Diplomacy Strategy, which will enhance understanding and awareness of South Africa's international relations policy through targeted public diplomacy partnerships and platforms

<b>Performance Indicator</b>
Percentage of requests for public diplomacy services responded to
<b>Target</b>
100 per cent of requests responded to for video and photography services, speeches and communication strategies

<b>Performance Indicator</b>
Number of media briefings and public participation programmes (PPPs) held
<b>Target</b>
18 media briefings and 12 PPPs

<b>Performance Indicator</b>
Number of media statements and public opinion pieces issued

<sup>19</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016

<sup>20</sup> Ibid

<sup>21</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016



<b>Target</b>
160 media statements and 10 opinion pieces

<b>Performance Indicator</b>
Number of publications produced and distributed
<b>Target</b>
67 publications produced and distributed

<b>Performance Indicator</b>
Number of media reports distributed to missions and Head Office
<b>Target</b>
365 daily media reports and 52 regional reports distributed

<b>Performance Indicator</b>
Percentage of incidents reported and responded to by the after-hours services from Operational Centre
<b>Target</b>
100 per cent of requests responded to by the after-hours services from Operational Centre

#### **Sub-programme 4.2: State Protocol**

The purpose of this programme is to provide Protocol and Ceremonial Services

#### **Strategic Objectives**

To provide professional State Protocol services.

#### **Medium-term Targets 2015/16 as per the Strategic Objectives and Performance Indicators<sup>22</sup>**

<b>Strategic Objective</b>
To provide professional State Protocol services through the facilitation of state events, visits and diplomatic accreditation
<b>Target</b>
State Protocol services provided as per Service Delivery Charter for state events and visits

<b>Performance Indicator</b>
Percentage of requests for Protocol Services responded to
<b>Target</b>

<sup>22</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016.



100 per cent of requests for protocol services responded to
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<b>Performance Indicator</b>
Percentage of requests for diplomatic immunities and privileges, South African diplomatic passports and appointments of foreign and South African heads of missions responded to
<b>Target</b>
100 per cent of requests for diplomatic services responded to

**3.5 Programme 5: International Transfers**

The purpose of this programme is to fund membership fees and transfers to international organisations.<sup>23</sup>

The Sub-programmes for International Transfers are **Departmental Agencies** and **Membership Contributions**.<sup>24</sup>

**Medium-term Targets 2015/16 as per the Strategic Objectives and Performance Indicators<sup>25</sup>**

<b>Performance Indicator</b>
Delivery of payments to international organisations is correct, appropriate, on time and within budget
<b>Target</b>
R635.2 million

**4. Issues for Committee Consideration**

<p><b>Programme 1</b></p> <p>What recruitment and staff retention strategy does the Department intend to implement in terms of its Corporate Management Sub-programme?</p> <p>No mention is made in the 2015/16 Annual Performance Plan of the South African Council on International Relations, is it no longer a priority of the Department?</p> <p><b>Programme 2</b></p> <p>How will the targeted 273 Trade and Investment seminars be conducted?</p>
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<sup>23</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016  
<sup>24</sup> Ibid  
<sup>25</sup> Department of International Relations and Cooperation Annual Performance Plan 2015-2016



What will the targeted 59 tourism promotion events entail and will Brand SA play a role in conjunction with the Department and how is South African Tourism incorporated in these events?

### **Programme 3**

How does the Department intend on achieving the 80 per cent target for resolutions, decisions or outcomes reflecting South Africa's national interest?

Why does programme 3 include humanitarian assistance as a performance indicator, does this not fall within the mandate of the African Renaissance Fund?

What is the current status of the PAP Country Host Agreement?

### **Programme 4**

Can the Committee be provided with the Annual Public Diplomacy Strategy upon its completion?

### **Additional**

The 2015/16 APP states that all state-owned properties are maintained annually from operational funds allocated to individual missions. In addition, the Government own 25 chanceries, one Consulate, 35 official residences, 66 staff houses, 16 plots of land and one parking bay. Where are the 16 plots of land located and could the Committee be provided with a list of the long-term leases of the Department?

## **5. Conclusion**

The Annual Performance Plan of the Department seeks to give clarity both on the strategic orientation of the Department but also provides clarity on key targets that must align with the Strategic Plan 2015-2020 of the Department. One of the key challenges for the Committee will be in how it assesses the Department's performance regarding these targets. Also important for the Committee will be in monitoring issues relating to the Department's infrastructure expenditure.

## **6. References**

The Department of International Relations and Cooperation Annual Performance Plan 2015-2016

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