



## Summary of the Strategic Plan 2015-2020 for the Department of International Relations and Cooperation

19 March 2015

### 1. Statement by the Minister of International Relations and Cooperation Mrs Maite Nkoane-Mashabane

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

- The current global environment is characterised by shifts in political, economic, social and cultural dynamics that impact on all parts of the world and include the realignment of new economic powers
- The role of new media and social networks, innovation, climate change, heightened demand for scarce resources and the changing nature of conflict and insecurity have changed the way diplomacy is conducted
- In order for South Africa to be effective in meeting its challenges, it must shape its domestic and foreign policies to respond and adapt to global trends that are influencing the international system.<sup>1</sup>

In terms of International Relations the Minister noted that:

- South Africa will continue to strengthen its political and economic relations with the aim of enhancing bilateral political and economic engagements by forging partnerships in the various regions of the world
- Economic and political relations remain important vehicles for cooperation and promoting South Africa's national priorities.
- Focus is also placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential and opportunities.<sup>2</sup>

On South Africa's need to engage in international cooperation, the Minister also noted the following:

- Africa continues to drive the vision of South Africa's foreign policy and we will continue to support regional and continental processes to respond to and resolve crises, strengthen regional integration, significantly increase intra-African trade and champion sustainable development and opportunities in Africa.
- South Africa will align its foreign policy engagement with Africa's Agenda 2063 to contribute to the socio-economic development of the African continent.
- The strengthening of the African Union (AU) and its structures is a strategic priority in deepening the continental integration process

<sup>1</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>2</sup> Ibid



- South Africa will continue with efforts aimed at revitalising NEPAD as a strategy for economic development on the African continent, together with ongoing support for the African Peer Review Mechanism, which is important to assist the continent to consolidate democracy and meet universally-accepted standards of participatory democracy.<sup>3</sup>

The Minister then discussed Southern Africa and noted that:

- The integration of the Southern African Development Community (SADC) remains critical for the economic development of the region and for South Africa's global competitiveness
- South Africa will support the implementation of the Regional Indicative Strategic Development Plan to enhance the socio- economic development of the region.
- It is essential to strengthen political cohesion within SADC, through the alignment of interlinking and interconnected regional peace and security objectives, as well as ensuring political stability and economic viability through strengthening governance and institutional capacity within SADC<sup>4</sup>

Shifting to South Africa's multilateralism, the Minister pointed out the following:

- South Africa is committed to multilateralism and a rules-based international order and will continue to participate and play an active role in all fora of the United Nations (UN) and its specialised agencies, funds and programmes, promoting the pillars of multilateral activity, namely global security, sustainable development, human rights and international law.
- South Africa thus supports all initiatives aimed at strengthening the UN system and its central role in multilateralism and is also supportive of ongoing efforts to improve the effectiveness and accountability of the secretariats of these organisations
- South Africa still upholds the belief that the resolution of international conflicts should be peaceful and in accordance with the centrality of the UN Charter and the principles of international law.<sup>5</sup>

To conclude, the Minister reflected on South Africa's South-South and North-South relations, as well as the important role played by Public Diplomacy by emphasising that:

- South Africa will promote the strengthening of South-South cooperation and support the Agenda of the South in all relevant fora
- South Africa will utilise the already established bilateral and multilateral engagements to consolidate and strengthen relations with strategic formations of the North to advance and support national priorities, the African Agenda and the Development Agenda of the South
- South Africa will continue to unleash its public diplomacy capabilities to drive and influence discussions on our foreign policy and most importantly to build a positive image of South Africa.<sup>6</sup>

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<sup>3</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>4</sup> Ibid

<sup>5</sup> Ibid

<sup>6</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020



## 2. Summary of the Strategic Plan Foreword by H. E. Ambassador Matjila

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

- The Strategic Plan 2015-2020 is informed by the five priority areas of government, the 2014-2019 Medium Term Strategic Framework (MTSF), as well as the National Development Plan, to which all government departments must subscribe to and act upon.<sup>7</sup>
- The need to link the mandate of DIRCO with the organisational structure of the Department required structural realignment. The purpose of the realignment is not only to ensure value for money as far as the deployment of resources is concerned, but also to enhance the realisation of the department's strategic objectives.<sup>8</sup>
- The NDP emphasises the acceleration of trade and investment activities which requires the department to fast track training in economic diplomacy. Training in economic diplomacy has been incorporated in the diplomatic training programmes undertaken for the preparation of officials for diplomatic postings abroad.<sup>9</sup>
- South Africa is committed to the creation of a peaceful, stable and prosperous continent as outlined in Agenda 2063. It recognises that prosperity can only be realised under conditions of peace and stability. In this regard, the country will honour its commitment to support the operationalisation of the African Capacity for Immediate Response to Crisis and its Rapid Deployment Capability.<sup>10</sup>
- On the development front, South Africa will continue to support the implementation of the New Partnership for Africa's Development priority projects, in particular infrastructure development. In this regard, the Presidential Infrastructure Championing Initiative is a concerted effort to improve continental economic interconnectivity and build momentum towards the realisation of the African Union's (AU) integration objective.<sup>11</sup>
- Engagement with countries of the South will be intensified through participation in the Non-Aligned Movement; Group of 77; Brazil, Russia, India, China and South Africa (BRICS); India-Africa Forum, Korea-Africa Forum and the Africa-Turkey Forum. The establishment of the BRICS New Development Bank will ensure the pooling of resources for development. Furthermore, South Africa will assume the chairmanship

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<sup>7</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>8</sup> Ibid

<sup>9</sup> Ibid

<sup>10</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>11</sup> Ibid



of the Indian Ocean Rim Association in 2017, which will be utilised to intensify the pursuit of economic cooperation among Indian Ocean countries.<sup>12</sup>

- The department will continue its engagements in multilateral fora such as the United Nations, AU, Southern African Development Community (SADC), Bretton Woods Institutions and Group of Twenty (G20) to promote inclusivity and overcome marginalisation
- South Africa will endeavour to improve its relations with these new centres of power without neglecting its important relations with formations of the North, such as the Africa-Europe Strategic Partnership and the Tokyo International Conference on Africa's Development, among others.
- South Africa is fully cognisant of its remarkable track record and the great responsibility placed on the department to contribute to a better life for all in South Africa as it pursues the high-level objectives in the Strategic Plan, namely:
  - Enhanced African Agenda and Sustainable Development;
  - Strengthen Political and Economic Integration of SADC;
  - Strengthen South-South Relations;
  - Strengthen Relations with Strategic Formations of the North;
  - Participate in the Global System of Governance; and
  - Strengthen Political and Economic Relations.<sup>13</sup>

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

#### **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:

**The Office of the Minister and Deputy Ministers** provides planning, administrative and coordination support to the Minister and the Deputy Ministers in their provision of political leadership with regard to the formulation, promotion and execution of South Africa's foreign policy.<sup>14</sup>

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<sup>12</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>13</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>14</sup> Ibid



**The Office of the Director-General (DGO)** provides strategic and administrative support to the DG as he assumes overall responsibility for the management of the department and ensures that the department complies with all statutory requirements.<sup>15</sup>

**Corporate Services:** Seeks to provide effective, efficient and economical support services for the successful implementation of the mandate of DIRCO with regard to Finance; Supply Chain Management; Property and Facilities Management; Information and Communications Technology (ICT); Consular Services; and Security Services.<sup>16</sup>

**Diplomatic Training and Development:** Provides and enhances diplomatic skills and a professional language service in pursuit of South Africa's national interests. Conducts sound research and analysis, through stakeholder interaction, on global trends and their drivers to inform strategic policy formulation.<sup>17</sup>

### 3.1.1 Strategic Objectives

- To manage resources efficiently and effectively through sound administration and good governance
- To implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored
- To provide effective training and research in support of departmental strategic objectives
- 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<sup>18</sup>

### 3.1.2 2020 Targets

- Fully integrated, converged and secure information and communications system
- Unqualified audit
- Security Strategy to achieve 100% compliance with Minimum Information Security Standards (MISS)
- Reduced vacancy rate within the minimum national average of 10 per cent
- Performance review and annual assessment completed at the agreed time
- Training programmes meet the accreditation standards
- Maintain ISO certification for QMS
- To appraise and advise principals of unfolding foreign policy developments in support of departmental and government objectives through research papers

<sup>15</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>16</sup> Ibid

<sup>17</sup> Ibid

<sup>18</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020



- Effective and efficient system of internal controls that is transparent to all end users
- Risk management maturity level 4 in accordance with National Treasury's Risk Maturity Model<sup>19</sup>

### **3.2 Programme 2: International Relations**

The purpose of this programme is to promote relations with foreign countries.<sup>20</sup>

#### **3.2.1 Strategic Objective**

- To strengthen and consolidate South Africa's political, economic and social relations through the outcomes of structured bilateral mechanisms and high-level engagements, reflecting national priorities, the African Agenda and the Agenda of the South.<sup>21</sup>

#### **3.2.2 2020 Targets**

- South Africa's national priorities advanced in the fields of education, rural development, security and health through 170 structured bilateral mechanisms and 430 high-level engagements. Contributed to economic development and growth through 560 trade and investment seminars, 630 engagements with chambers of commerce, 320 meetings with targeted ministries, 430 high-level potential investors and 335 tourism-promotion initiative.<sup>22</sup>

### **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>23</sup>

This programme has the following sub-programmes and strategic objectives:

#### **3.3.1 Sub-programme: Global Governance**

##### **3.3.1.1 Strategic Objectives:**

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.<sup>24</sup>

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<sup>19</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>20</sup> Ibid

<sup>21</sup> Ibid

<sup>22</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>23</sup> Ibid

<sup>24</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020



### 3.3.1.2 2020 Targets

- 80 per cent of resolutions, decisions or outcomes reflecting South Africa's national interest.<sup>25</sup>

### 3.3.2 Sub-programme: Continental Cooperation

#### 3.3.2.1 Strategic Objectives:

To enhance the African Agenda.<sup>26</sup>

#### 3.3.2.2 2020 Targets

- South African positions advanced at AU summits, AU Peace and Security Council (AUPSC) and related meetings to promote peace and stability, socio-economic development as well as good governance and democracy on the continent
- Support all meetings of NEPAD structures and processes to enhance socio-economic development on the continent
- Lobbied for support for NEPAD programmes from key development partners
- Five progress reports on implementation plan
- Commitments honoured in terms of decisions by AUPSC
- Participate in all SADC, AU and UN structures, contributing to peace and security and PCRD.<sup>27</sup>

### 3.3.3 Sub-programme: South-South Cooperation

#### 3.3.3.1 Strategic Objective

- To strengthen and consolidate South-South relations by utilising membership and engagements with groupings of the South to advance South Africa's foreign policy

#### 3.3.3.2 Targets

- Attend Outcome documents of summits and high-level meetings, targeted resolutions and decisions articulating South Africa's positions
- Five strategies for South Africa's engagements for formations and groupings of the South developed, implemented and monitored.<sup>28</sup>

### 3.3.4 Sub-programme: North-South Cooperation

<sup>25</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>26</sup> Ibid

<sup>27</sup> Ibid

<sup>28</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020



### 3.3.4.1 Strategic Objective

- To advance and leverage national priorities, the African Agenda, and the Development Agenda of the South with the formations of the North.<sup>29</sup>

### 3.3.4.2 Targets

- Outcome documents of summits and high-level meetings, targeted resolutions and decisions articulating South Africa's positions.<sup>30</sup>

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

The purpose of this programme is 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. In addition, this programme, provides a professional State Protocol service to heads of state and government and designated dignitaries and render advisory services to various stakeholders.<sup>31</sup>

Programme 4 consists of the following sub-programmes:

#### 3.3.4.1 Sub-programme Public Diplomacy:

This sub-programme promotes a positive projection of South Africa's image, communicates foreign policy positions to both domestic and foreign audiences, and market and brand South Africa by utilising public diplomacy platforms, strategies, products and services.<sup>32</sup>

#### 3.3.4.1.1 Strategic Objectives

To create a better understanding and awareness of South Africa's foreign policy through targeted public diplomacy partnerships and platforms

#### 3.3.4.1.2 2020 Targets

- Annual Public Diplomacy Strategy, which will enhance understanding and awareness of South Africa's foreign policy through targeted public diplomacy partnerships and platforms
- Complete perception study

<sup>29</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>30</sup> Ibid

<sup>31</sup> Ibid

<sup>32</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020





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

This sub-programme facilitates incoming and outgoing high-level visits and ceremonial events as well as coordinates and regulates engagement with the local diplomatic community. It also provides protocol advice and support to the various spheres of government, facilitates the hosting of international conferences in South Africa and manages the State Protocol Lounges (SPLs) and guesthouses.<sup>33</sup>

#### **3.3.5.1.1 Strategic Objectives**

- To provide strategic public diplomacy direction nationally and internationally to ensure a better understanding of South Africa's foreign policy; and
- To provide effective State Protocol services.<sup>34</sup>

#### **3.3.5.1.2 2020 Targets**

State Protocol services provided as per Service Delivery Charter for state events and visits.<sup>35</sup>

### **3.3.6 Programme 5: International Transfers**

The purpose of this programme is to honour South Africa's financial obligations and voluntary contributions to international organisations.<sup>36</sup>

This programme provides for South Africa's contribution with regard to membership of international organisations such as the: United Nations (UN), African Union (AU) and Southern African Development Community (SADC). It also provides for transfers to the African Renaissance and International Cooperation Fund (ARF).<sup>37</sup>

#### **3.3.6.1 Strategic Objectives**

To strengthen multilateralism through financial contributions

The Baseline Contribution is R828 225

## **4. Infrastructure Management**

The Strategic Plan of the Department of International Relations and Cooperation 2015-2020 concludes with some discussion of the Department's infrastructure and notes the following:

- DIRCO operates both in South Africa and in various countries abroad. Apart from providing for its own needs, DIRCO is also responsible for facilitating the provision of accommodation

<sup>33</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>34</sup> Ibid

<sup>35</sup> Ibid

<sup>36</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>37</sup> Ibid



and movable assets for partner departments who have representation abroad. Currently, South Africa is represented in 108 countries globally and conducts business from 125 diplomatic and consular missions.

- Within the Property and Facilities Management Portfolio, the focus is on two distinct areas, namely the management of the local property portfolio (referring to properties within South Africa) and the management of the international property portfolio (referring to properties outside South Africa).
- This includes managing its Head Office building in Pretoria; State Protocol Lounges (SPLs) at the three international airports in Johannesburg, Cape Town and Durban; two diplomatic guesthouses; as well as office accommodation for the United Nations (UN), the Pan-African Parliament and New Partnership for Africa's Development (NEPAD) Secretariat.
- For Missions abroad, three types of accommodation are provided, namely: **Chanceries or office accommodation**; This is accommodation from which Missions conduct their business and is mostly found in office blocks though, in some cases, houses or villas have been adapted to serve as chanceries. **Official residences** for Heads of Mission (HoMs); these residences are used by the HoMs for official entertainment and representational functions and serve as their personal residences while posted abroad. In its acquisition strategy, DIRCO prioritises the acquisition of buildings or land to develop chanceries and/or official residences as a mechanism to improve efficiency. **Staff housing** for all transferred staff, including staff from partner departments, is allocated in accordance with established norms and standards. The majority of these properties are leased while a small number are state-owned.<sup>38</sup>

In terms of how these will be managed, the Department notes the following:

- In terms of the provision of accommodation for Missions abroad, DIRCO will continue with its systematic acquisition of land and properties and will investigate ways in which to accelerate such acquisitions.
- Where land is acquired, the Department will develop the required facilities according to departmental standards. The Department will, during the Medium Term Strategic Framework (MTSF) period, embark on condition assessments and valuations of all its properties to inform future renovation projects. Special attention will be paid to the maintenance of state-owned properties.
- The overall Property Maintenance Strategy and individual maintenance plans for all state-owned properties will guide The Department's efforts in this regard.<sup>39</sup>
- The Department will, during the Medium Term Strategic Framework period, embark on condition assessments and valuations of all its properties to inform its maintenance and renovation activities. The overall property management strategy and custodian asset management plans for all state-owned properties will guide DIRCO's efforts in this regard.

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<sup>38</sup> Department of International Relations and Cooperation Strategic Plan 2015-2020

<sup>39</sup> Ibid



## 5. Identified Risks and proposed Mitigation Strategies by the Department

<b>Programme 1: Administration</b>	
<b>Risk</b>	<b>Mitigation Strategies</b>
Inadequate accountability of partner departments to the missions structures	Enhance the current MOUs with partner departments by including performance goals, the reporting and compliance responsibilities
Inadequate implementation of ICT governance processes	Improve the functioning of the governance committees through monitoring
Inadequate ICT service delivery	Operationalise ICT Steering Committee Renewal of hardware maintenance contracts
Lack of coordinated knowledge management system	Approved Knowledge Management System Policy
Lengthy decision-making processes	Appropriate delegation of authority with implementation Monitor the implementation of departmental policies/guidelines
Inadequate emergency response capacity	Implementation of the Emergency Response Policy

<b>Programme 2: International Relations</b>	
<b>Risk</b>	<b>Mitigation Strategies</b>
Non-adherence by the three spheres of government to the "Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements"	Improved day-to-day oversight/control by Business Units Use of credentials by DIRCO to control composition and size of delegations
Unfunded mandates	Budget adjustments process Departmental reprioritisation process
Inappropriate composition of official Delegations	Improved oversight/control by business units Use of credentials by DIRCO to control composition and size of delegations

<b>Programme 3: International Cooperation</b>	
<b>Risk</b>	<b>Mitigation Strategies</b>
Non-adherence by the three spheres of government to the "Measures and Guidelines for the Enhanced Coordination of South Africa's International Engagements" when	Implementation and enforcement at ministerial and senior officials level through existing Cluster and other structures



engaging in multilateral fora	Enforce the “Measures and Guidelines” through reporting to Cabinet
Asymmetrical relationship between the developed North and the developing South	Strengthen South-South solidarity through targeted agenda setting and advocacy in multilateral forums and through bilateral engagements Continued advocacy of UN and Bretton Woods reform
Lack of adequate representation in regional and multilateral organisations	Consultative Forum on International Relations/Cabinet-approved Measure and Guidelines for the Enhanced Coordination of South Africa’s International Engagements
Shifting of international focus away from Africa to other pressing international issue	Strengthen coherence through targeted agenda-setting and advocacy in multilateral forums and through bilateral engagement
Lack of coherence and coordination on African positions	Strengthen advocacy role in multilateral fora and through bilateral engagements
Inadequate inter- and intra-departmental coordination on multilateral issues	Enhance inter- and intra-coordination

<b>Programme 4: Public Diplomacy and State Protocol</b>	
<b>Risk</b>	<b>Mitigation Strategies</b>
Non-compliance with the requirements of Protocol and Ceremonial prescript	Approval of Policies and Protocol Manual
Uncoordinated international visits by different spheres of government	Enhanced planning and coordination Strengthen the role of the Consultative Forum of International Relations (CFIR) in coordination of visits

<b>Programme 5: International Transfers</b>	
<b>Risk</b>	<b>Mitigation Strategies</b>
Foreign-exchange fluctuations	Estimates of National Expenditure (ENE), MTEF and Adjustment Estimate process
Non-payment of assessed contributions by partner departments	Increased coordination between DIRCO and other partner departments required to pay assessed contributions



#### 4. References

The Department of International Relations and Cooperation Strategic Plan 2015-2020. Available from: [http://www.dfa.gov.za/department/strategic plan 2015 2018/strategic plan2015 2020.pdf](http://www.dfa.gov.za/department/strategic%20plan%202015%202018/strategic%20plan2015%202020.pdf) (Accessed 23 March 2015).