

# TABLE OF CONTENTS:

## PART A: STRATEGIC OVERVIEW 8

1. Vision	8
2. Mission	8
3. Values	8
4. Legislative and other mandates	8
4.1. Constitutional mandates	8
4.2. Legislative mandates	8
4.3. Policy mandates	9
4.4. Relevant court rulings	9
4.5. Planned policy initiatives	9
5. Situational analysis	9
5.1. Performance environment	10
5.2. Organisational environment	11
5.3. Description of the strategic planning process	13
6. Strategic outcome-oriented goals of the institution	13

## Part B: Strategic objectives 14

7. Programme 1: Administration	14
7.1. Strategic objectives	15
7.2. Resource consideration	17
7.3. Risk management	17
8. Programme 2: International Relations	18
8.1. Strategic objectives	18
8.2. Resource consideration	19
8.3. Risk management	19

9. Programme 3: International Cooperation	20
9.1. Strategic objectives	21
9.2. Resource consideration	24
9.3. Risk management	24
10. Programme 4: Public Diplomacy and State Protocol	25
10.1. Strategic objectives	25
10.2. Resource consideration	27
10.3. Risk management	27
11. Programme 5: International Transfers	28
11.1. Strategic objectives	28
11.2. Resource consideration	28
11.3. Risk management	28

## Part C: Links to other plans 29

12. Links to the long-term infrastructure and other capital plans	29
13. Public-private partnerships	34

### Annexures

Glossary of Terminology	36
-------------------------	----

Acronyms	38
----------	----



Minister Maite Nkoana-Mashabane

## Message from the Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane

South Africa conducts its foreign policy against the background of an ever-changing political and economic environment. The global environment is characterised by major shifts in global political, economic, social and cultural dynamics that impact on different parts of the world and these include: the realignment of new economic powers, new media and social networks, innovation, environmental change, heightened demand for scarce resources and the changing nature of conflict and insecurity.

Our struggle for a better life in South Africa is intertwined with our pursuit of a better Africa in a better world. Our destiny is inextricably linked to that of the Southern African region. Regional and continental integration is the foundation for Africa's socio-economic development and political unity, and essential for our own prosperity and security. Consequently, Africa is at the centre of South Africa's foreign policy. Our country must therefore continue to support regional and continental processes to respond to and resolve crises, strengthen regional integration, significantly increase intra-African trade, champion sustainable development and opportunities in Africa, and a great deal has already been done in this sphere. Socio-economic development cannot take place in the absence of peace and stability. In this regard, South Africa will continue to play a leading role in conflict prevention, peacekeeping, peace-building and post-conflict reconstruction. We will also continue to support the AU and United Nations (UN) initiatives to find just and lasting solutions to outstanding issues of self-determination and decolonisation on the African continent. To achieve this, both bilateral and multilateral branches will engage through structured mechanisms and inter-governmental fora.

The strengthening of the AU and its structures is a strategic priority in deepening the continental integration process. South Africa will continue with efforts aimed at revitalising the New Partnership for Africa's Development (NEPAD) as a strategy for socio-economic development on the African continent. Also as a priority of contribution to socio-economic development on the Africa continent, we will continue using one of the key vehicles for



Deputy Minister Ebrahim Ebrahim



Deputy Minister Marius Fransman

the disbursement of development funding, the African Renaissance and International Cooperation Fund (ARF). The Department of International Relations and Cooperation (DIRCO) is seized with the process of establishing a new fund called the Partnership Fund for Development to replace the ARF, and is in an advanced stage in establishing a dedicated agency for managing all South African outgoing development cooperation programmes. The business case for the establishment of the agency, to be called the South African Development Partnership Agency (SADPA), has been finalised and work is underway to develop an operating framework.

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. For building greater productive and export capacity and global competitiveness across the region, it is necessary to advance a developmental integration agenda in Southern Africa, combining trade integration, infrastructure development and sector policy coordination. It is essential to strengthen political cohesion within SADC, through the alignment of interlinking and interconnected regional peace and security objectives, as well as ensuring political stability and economic viability through strengthening governance and institutional capacity within SADC.

Partnerships with countries of the South continue to be critical to advancing not only South Africa's own development needs, but also that of Africa and to create political, economic and social convergence for the fight against poverty, underdevelopment and the marginalisation of the South. We will promote the strengthening of South-South cooperation and support the Agenda of the South through participation in the activities of all South-South fora.

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

Recognising the need for, and importance of, addressing the pressing social and economic needs of the international community, particularly those of the peoples of Africa and the rest of the developing world, South Africa regards the UN as the foremost vehicle to advance the global development agenda and address underdevelopment and the eradication of

poverty. South Africa also upholds the belief that the resolution of international conflicts should be peaceful and in accordance with the centrality of the UN Charter and the principles of international law. South Africa's foreign policy therefore recognises that in order to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity. In pursuance of a holistic approach to security and development, South Africa seeks election to identified strategic multilateral bodies should vacancies arise.

In advancing global peace and security, we will continue to play an active role in all aspects of disarmament, non-proliferation and arms control as these relate to both weapons of mass destruction and conventional arms. Furthermore, South Africa remains committed to the protection of human rights and fundamental freedoms, and through participation in the global human rights mechanisms, is striving for the strengthening and the protection of economic, social and cultural rights on par with all other human rights, inclusive of the right to development.

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

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

Our corporate sector will continue with its astute work and carry on with the implementation of sound financial controls to ensure that we received an unqualified audit reports.

New media will continue to influence and inform discussions on South African foreign policy. With the world accessible with the click of a button, DIRCO will take advantage of this medium to advance our interests and those of the continent.

DIRCO will continuously engage with think-tanks and academia, through public diplomacy programmes to gauge and understand public perceptions towards its work and engagements and we have also sustained our working relationship with Brand South Africa to protect our country's image both locally and abroad.



Director-General, Ambassador Jerry Matjila

## Foreword

It is a great honour for me to present the Strategic Plan 2013 – 2018 of the Department of International Relations and Cooperation. I would also like to pay tribute to my predecessors, who have steered the department so skilfully since 1994 during its difficult transformation. Their tireless work contributed towards South Africa's reintegration into the international political and economic system and to South Africa playing a leading role in advancing the interests of Africa and the South. It is my firm intention to continue on this course.

The Strategic Plan is informed by the five priority areas of government, the Medium Term Strategic Framework (MTSF), and the 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 focusses on international relations and is entitled: *Creating a Better South Africa and Contributing to a Better and Safer Africa in a Better World*. The department is mindful of the fact that its activities are inextricably linked to South Africa's domestic priorities, that it cannot operate within a void, and that it has to present South Africa's interests professionally and effectively in an international

environment that is increasingly characterised by growing competition and national interests taking precedence over the common good.

The Strategic Plan is the result of extensive and long deliberations within the department and is fully aligned to the new format prescribed by the National Treasury. The Strategic Plan is also aligned to the department's revised budget programmes:

- Programme 1:** Administration
- Programme 2:** International Relations
- Programme 3:** International Cooperation
- Programme 4:** Public Diplomacy and State Protocol
- Programme 5:** International Transfers.

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

To ensure full compliance with the prescripts of MPAT and other policy directives and prescripts of government, a new unit has been established in the Office of the Director-General, entitled: Strategic Planning, Monitoring and Evaluation Management. The purpose of the unit is to coordinate and evaluate the strategic planning and monitoring and evaluation processes of the department. In this regard, the unit cooperates closely with the various branches and Internal Audit, as well as with external stakeholders such as National Treasury, the Department of Performance Monitoring and Evaluation and the Office of the Auditor-General.

The department will also closely examine the appropriate fit between its strategy and its organisational structure to ensure a department that is more streamlined, cost-effective and responsive to changing needs. In the implementation of the MPAT Framework, the department will continue to implement best practices in the areas of human resources and financial, supply chain and asset management. Furthermore, it will also ensure that the information and communications technology platforms, processes and procedures are efficient and effective to ensure that they support the ever-growing communications and knowledge-management needs of the department.

The department will also continue, through its Diplomatic Academy, to build capacity at all levels to meet the growing demands of its international tasks, including professional language training, translation and interpretation services. The Diplomatic Academy will also provide training to officials from Africa and the developing South in accordance with South Africa's commitments. Ongoing research and analysis on global trends and their drivers will be undertaken to inform strategic policy formulation. In addition, the department will continue to advance the interests of the youth in South Africa and in international affairs. A special unit for this purpose was created in the Office of the Director-General. The department also intends to strengthen its spousal support programmes and to intensify its focus on employee wellness.

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

The department has a proud record of achievement in multilateral organisations such as the United Nations (UN), the Bretton Woods Institutions (BWIs), the Group of Twenty (G20), the African Union (AU) and the Southern African Development Community (SADC); as well as in groupings of the South such as the Non-Aligned Movement (NAM); Group of 77(G77); Brazil, Russia, India, China and South Africa (BRICS); India, Brazil, South Africa Dialogue Forum (IBSA); and the Indian Ocean Rim Association for Regional Cooperation (IOR-ARC); formations of the North such as the Africa-Europe Strategic Partnership, Tokyo International Conference on African Development (TICAD);

India-Africa Forum; Korea-Africa Forum (KAF); and the Africa-Turkey Forum. We are fully cognisant of this remarkable track record and the great responsibility placed on the department to contribute to a better life for all in South Africa as we pursue the high-level objectives in the Strategic Plan, namely:

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

These objectives are supported by a fully capacitated, efficient, effective and professional department.

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

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



**Ambassador JM Matjila**  
**Director-General**

**Department of International Relations and Cooperation**

# Official sign-off

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of International Relations and Cooperation (DIRCO) under the guidance of the Minister
- takes into account all the relevant policies, legislation and other mandates for which the DIRCO is responsible
- accurately reflects the strategic outcome- oriented goals and objectives which the DIRCO will endeavour to achieve over the period 2013 – 2018.

<b>Chief Financial Officer:</b> Acting Deputy Director-General: MR C Ramashau	Signature: 
<b>Official responsible for Planning:</b> Chief Director: MR CA Basson	Signature: 
<b>Accounting Officer:</b> Director-General: Ambassador JM Matjila	Signature: 
<b>Approved by:</b> Executive Authority: Minister Maite Nkoana-Mashabane	Signature: 

# Part A: Strategic overview

## 1. Vision

The Department of International Relations and Cooperation's (DIRCO) vision is an African continent which is prosperous, peaceful, democratic, non-racial, non-sexist and united and which contributes to a world that is just and equitable.

## 2. Mission

DIRCO is committed to promoting South Africa's national interests and values, the African Renaissance and the creation of a better world for all.

## 3. Values

DIRCO adheres to the following values:

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

## 4. Legislative and other mandates

### 4.1 Constitutional mandates

The Constitution of the Republic of South Africa, 1996 is the supreme law of the Republic and all law or conduct inconsistent with it is invalid. The President is ultimately responsible for South Africa's foreign policy and it is the President's prerogative to appoint heads of South Africa's diplomatic missions, receive foreign heads of diplomatic missions, conduct inter-state relations and enter into international agreements.

The Minister of International Relations and Cooperation (Minister), in accordance with her Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's foreign policy. The Minister assumes overall responsibility for all aspects of South Africa's international relations in consultation with the President. In practice, the Minister consults the Cabinet and individual Cabinet Ministers on aspects of importance, as well as on cross-cutting issues that have a bearing on the programmes of other ministries and departments.

Oversight and accountability in the formulation and conduct of South Africa's foreign policy are vested in the Parliamentary Portfolio Committee on International Relations and Cooperation.

### 4.2 Legislative mandate

*The Foreign States Immunities Act, 1981 (Act 87 of 1981)*: This Act regulates the extent of the immunity of foreign states from the jurisdiction of the courts of the Republic and provides for matters connected therewith.

*The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001)*: The Act provides for the immunities and privileges of diplomatic missions and consular posts and their members, of heads of states, special envoys and certain representatives of the United Nations and its specialised agencies, and other international organisations and of certain other persons. Provision is also made for immunities and privileges pertaining to international conferences and meetings. It enacts into law certain conventions and provides for matters connected therewith.

*The African Renaissance and International Cooperation Fund Act, 2001 (Act 51 of 2001)*: The Act establishes an African Renaissance and International Cooperation Fund (ARF) to enhance cooperation between the Republic and other countries, in particular African countries, through the promotion of democracy, good governance, the prevention and resolution of conflict, socio-economic development and integration, humanitarian assistance and human resource development.

*International Agreements (Multilateral and Bilateral)*: These include international agreements concluded by the Republic of South Africa in terms of sections 231(2) and 231(3) of the Constitution of the Republic of South Africa, 1996.



## 4.3 Policy mandate

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

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

The *National Information Security Policy*, approved by Cabinet in 1996, provides the minimum standards for security.

*Foreign Service Dispensation (FSD)*: is implemented in terms of the provisions of Section 3(3) (c) of the *Public Service Act, 1994 (Act 103 of 1994)*, as amended, and is applicable to designated employees who serve in a foreign country at a South African mission abroad and fall within the scope of the Public Service Coordinating Bargaining Council (PSCBC). The FSD consists mainly of two measures, namely remunerative measures (South Africa) and compensatory measures and other foreign service benefits at the missions.

## 4.4 Relevant court rulings

Relevant court rulings: A current and relevant judgment was handed down by the Supreme Court of Appeal in ***Government of the Republic of South Africa & Others v Von Abo 2011 (5) SA 262 (SCA)*** where the court was *inter alia* called upon to consider whether South African citizens have the right to diplomatic protection. The Supreme Court of Appeal answered this question in the negative and determined that citizens merely had the right to request government to provide diplomatic protection and that government had an obligation to consider such a request. The court held as well that government was required to act rationally and in good faith but that the failure to do so would not give rise to liability in damages resulting from the conduct of a foreign state.

## 4.5 Planned policy initiatives

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

The first of these relates to policy development in relation to outgoing development cooperation. On 2 December 2009, the South African Cabinet approved the proposal from DIRCO for the establishment of the South African Development Partnership Agency (SADPA), as the body to manage, coordinate and facilitate all South African official outgoing development cooperation programmes and projects. Subsequently, the department undertook a review of the current institutional and policy arrangements for outgoing development cooperation, conducted mainly under the current legislation (*African Renaissance and International Cooperation Fund Act, 2001*). The department intends tabling a new Bill for the repeal of the ARF and the establishment of a new fund, the Partnership Fund for Development. This will enhance the utility of the fund and also improve substantially the governance of the Partnership Fund. Furthermore, the department intends finalising the strategic framework and policy guidelines for all outgoing development cooperation administered under the Agency.

The second policy initiative is based on the recognition that the department conducts its affairs and operations in a global environment, with circumstances and conditions which are often vastly different and diverse from the policy context within South Africa, which governs the Public Service. Hence, the department intends to table a Foreign Service Bill to cater for the unique work environment in which it operates, and which allows the department to fulfil its administrative and management responsibilities within the framework of the South African legislation, but creates the necessary flexibility to address the challenges posed by it operating at a global level.

## 5 Situational analysis

International relations are conducted against a long and rich history of diplomacy between states. Diplomatic norms and practices have been developed over the centuries across cultures and political ideologies, and are now widely accepted. The Minister of International Relations and Cooperation is tasked to formulate, promote and execute South Africa's foreign policy. The Minister assumes overall responsibility for all aspects of South Africa's

international relations in consultation with the President. The department is the principal adviser on foreign policy, and lead coordinator and manager of South Africa's international relations and cooperation. Other Cabinet ministers are required to consult the Minister of International Relations and Cooperation on their international engagements. From this practice at Cabinet level, which is a Presidential instruction, it follows that there must be a similar interaction between departments.

## 5.1 Performance environment

South Africa conducts its foreign policy against the background of an ever-changing political and economic environment. The global environment is characterised by major shifts in global political, economic, social and cultural dynamics that impact on different parts of the world and include: the realignment of new economic powers; new media and social networks; innovation; environmental change; heightened demand for scarce resources; and the changing nature of conflict and insecurity.

Therefore, in order for South Africa to be effective in meeting its challenges, it must shape its domestic and foreign policies to respond to global drivers and trends that are influencing the international system.

South Africa is fully cognisant of the fact that the rise of new economic powers is influencing a shift in the balance of the global distribution of power resulting in the formations of new economic and political groupings. These new powers and groups are in the process of challenging the established political order and place pressure on international organisations to reflect new political and economic realities.

The growth of the South African economy and the African economy is increasingly linked to these emerging economic powers. The global economic crisis is accelerating the shift in the balance of political and economic power towards the emerging economies and it is expected that this trend will continue. The rules and institutions of the 20th century global economic and trading system are in a state of flux and transition. Trading patterns are shifting to new markets, with a notable growth in South-South trade between the emerging economies. Regional and preferential trading arrangements are proliferating, leading to increased intra-regional trade to the exclusion of others.

Notwithstanding the global economic crisis, globalisation continues to shape the world at an accelerating pace. Governments, people and business are interlinked across the

borders of the nation-state, resulting in a growing interdependence. Unsustainable levels of sovereign and private debt, global economic imbalances, climate change and insecurity are bringing the vulnerabilities of globalisation to the fore. The consequences of these realities are that the global political system and global economic system have entered a period of insecurity, uncertainty and unpredictability, which complicates policy-making.

Rapid innovation in information and communications technology has transcended international boundaries and regulatory systems, empowering the rapid flow of information, ideas and capital across the world.

Rapid technological change has created social media networks that are changing the manner in which societies operate. The distribution of the power of information and media has brought elements of society closer together, creating greater interdependence.

The convergence of information platforms, global mass media and social networking empower the free flow of information and ideas, which have an impact on governance, economic activity and mobilisation across social, cultural, religious and national boundaries. It has also empowered advocacy groups pursuing political and socio-economic change.

Both natural and man-made environmental changes impact on all aspects of human development. These changes will increasingly hinder sustainable development and have a significant impact on the world's social and economic systems. The negative impact on agriculture as well as food, water and energy security, is leading to instability, particularly in sub-Saharan Africa.

Countries dependent on oil will remain vulnerable to energy shocks and instability in oil-producing regions. Increased energy demands carry the potential of inter- and intra-state competition, thereby heightening the risk of tensions over access to these scarce resources. This competition is having implications for global geopolitics as major powers seek to secure sustainable energy sources for their development.

The conflict between environment and development is felt most keenly in the climate change negotiations where political, social and economic battle lines have been drawn. Balancing short-term costs and long-term needs to address environmental and developmental priorities will require social, economic and political compromises by all parties. This will challenge the existing consensus-based multilateral negotiation system as well as underlying concepts such as "developed country", "developing country" and "common but differentiated responsibilities".

In recent decades, the incidence of inter-state conflict has decreased, although resource-driven competition may lead to its resurgence. Due to disruptions in economic activity and political instability, intra-state conflict continues to frustrate sustainable development. The historical concepts of sovereignty and non-interference in domestic affairs are coming under legal scrutiny in the search for suitable responses for intervention.

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

In this uncertain global environment, in which there is a growing emphasis on pursuing national interests at the expense of the global good, there are greater demands than before on DIRCO's human and financial resources.

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

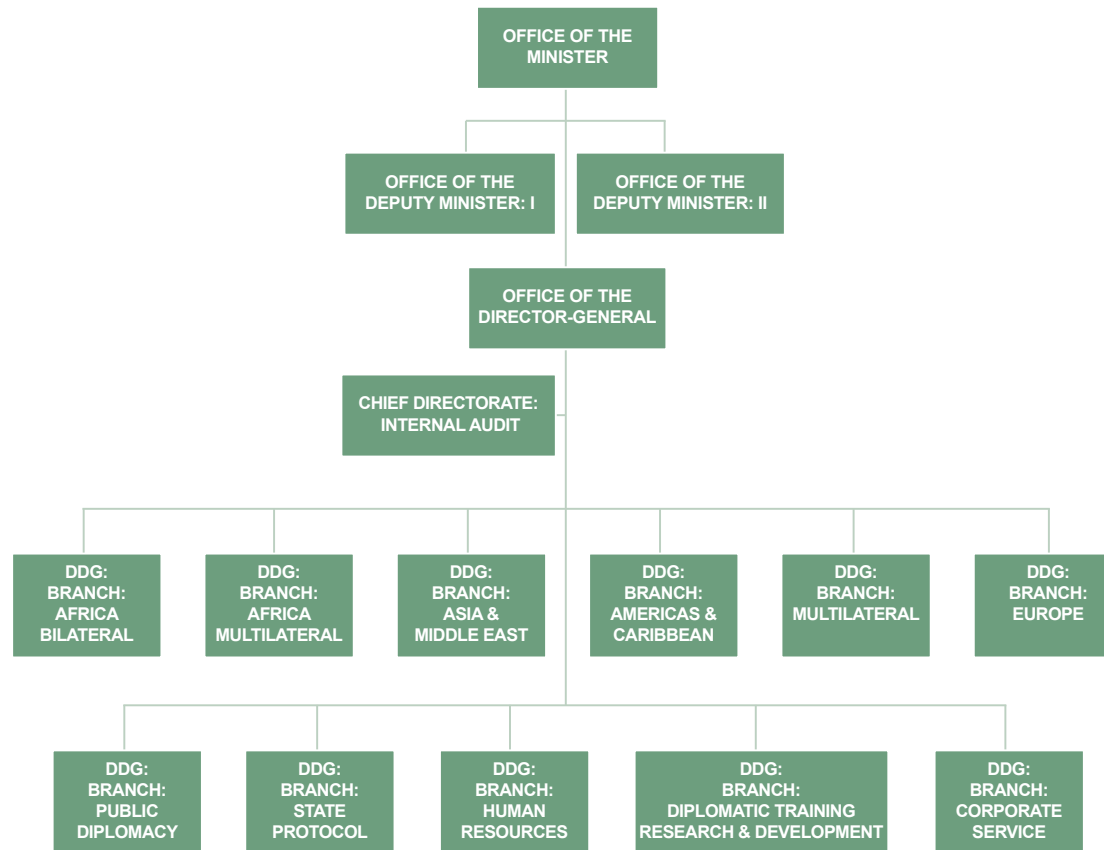
## 5.2 Organisational environment

South Africa operates in a dynamic environment that encapsulates varying legislative and monetary regimes that impact on its foreign policy operations. South Africa maintains diplomatic relations with countries and organisations through 125 missions in 108 countries abroad, and through the accreditation of more than 160 countries and organisations resident in South Africa. The 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 department has a total of 4 500 approved posts (Head Office and transferred staff at missions, including the locally recruited personnel at missions). In order to deliver on its core mandate, the DIRCO structure mainly follows a regional approach.

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

# High-level organisational structure



## 5.3 Strategic planning process

South African Presidents and Ministers have enunciated the principles underlying South Africa's foreign policy since 1994 in various fora, including the State of the Nation addresses. These principles have largely remained consistent and enduring and have taken on even greater significance.

DIRCO's current Strategic Plan reflects these enduring principles and has been formulated through the following integrated and consultative process:

- the Cabinet's Medium Term Strategic Framework (MTSF) document formed the high-level anchor around which the Strategic Plan was developed
- the national priorities also informed the development of the Strategic Plan
- priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11
- high-level guidance provided by the President, Cabinet and the Executive Authority of DIRCO
- the Director-General (DG) and Deputy Directors-General (DDGs) of DIRCO provided more detailed and specific strategic guidance and input
- branches within DIRCO consulted internally, held their own strategic planning sessions utilising the high-level guidance provided, and made individual Branch contributions to the document
- the strategic objectives of DIRCO and the outputs and sub-outputs of Outcome 11 were aligned
- thereafter, a team of Senior Managers, representing each Branch, headed by the Chief Director in the DG's Office, consolidated the Strategic Plan

- the Strategic Plan, after consolidation and review, was tabled at the Departmental Strategic Planning Session comprising members of the Executive and Senior Management Service members
- the updated document was then tabled and cleared through the Director-General's Forum (DGF) comprising the DG and all DDGs
- the Executive Management Committee (which comprises the Minister, Deputy Ministers, DG and DDGs) considered and approved the Strategic Plan.

## 6. Strategic outcome-oriented goals of the institution

The strategic outcome is to contribute to addressing South Africa's domestic challenges with a specific focus on the priorities identified for this mandate period. It is also to contribute to the creation of a better Africa and a better world, guided by the values in our Constitution and in line with the Delivery Agreement on Outcome 11 and the MTSF 2009 – 2014.

Strategic outcome-oriented goal	Goal statement
To create a better South Africa and contribute to a better and safer Africa in a better world	Protect, promote and consolidate South Africa's national interests and constitutionally entrenched values through targeted bilateral and multilateral engagements
	Contribute to continental and global development, security and human rights for all through identified processes, mediation, peace support, post-conflict reconstruction efforts of multilateral institutions, structured bilateral mechanisms and multilateral engagements
	Promote multilateralism to secure an equitable rules-based global system of governance responsive to the needs of Africa and developing countries

# PART B: STRATEGIC OBJECTIVES

## PROGRAMMES AND SUB-PROGRAMMES

### 7. PROGRAMME 1: ADMINISTRATION

#### Purpose

Develop overall policy and manage the Department of International Relations and Cooperation (DIRCO).

#### Description

Programme 1 consists of 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.

**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. The strategic support comprises the management of the department's Strategic Planning, Monitoring and Evaluation; Risk Identification; Cabinet; Parliament; Cluster Coordination; Research and Speechwriting; as well as Intra-departmental coordination.

**Corporate Services:** Seeks to provide effective, efficient and economical support services for the successful implementation of the mandate of DIRCO with regard to Finance; Supply Chain Management; Property and Facilities Management; information and communications technology (ICT); Consular Services; and Security Services.

**Human Resources (HR):** Seeks to provide effective, efficient and professional HR to carry out the mandate of DIRCO through recruitment, selection, placement and induction processes; the implementation of the Performance Management and Development System; contributing to employee wellness; as well as the management and retention of talent.

**Diplomatic Training 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.

## 7.1 Strategic objectives

Strategic objective	Objective statement	Baseline	2018 target
To achieve an efficient, effective, economical and fully capacitated department	Capacitate DIRCO through effective and efficient HR management practices	14% vacancy rate, seven months to fill posts 100% performance agreements and performance appraisals filed Number of grievances lodged 57; 24 resolved	Vacant posts filled within four months 100% performance agreements for Senior Management Service and Level 1-12 concluded and filed 100% grievances resolved within 30 days of initiation
	Provide and manage a secure ICT infrastructure which delivers appropriate levels of data, confidentiality, integrity and availability according to institutional needs	98% network infrastructure stability Control Objectives for Information and related Technology (COBIT) Information Technology governance 60% ICT redundancy (Disaster Recovery Plan) Security and risk management capacity established Compliance with Cabinet Memorandum No 38A	Fully integrated and advanced unified communications solutions (cloud computing, mobile strategy, converge communications)
	Acquire, develop, maintain and dispose departmental assets as per the Asset Management Plan (AMP)	Revised Property Acquisition Strategy and alternative funding approved	50% of Property Acquisition Strategy implemented
	Implement and comply with the relevant financial prescripts and other legislative requirements	90% compliance	100% compliance with the relevant Financial and Supply Chain Management prescripts and other legislative requirements 100% integrated sourcing strategy
	Render consular assistance to South Africans abroad, in compliance with international statutes Legalisation of public documents	Compliance with the Consular Service Delivery Charter	100% of consular assistance requests responded to
	Provide for the security of personnel, premises, assets and classified information against risks at all areas	60% compliance with Minimum Information Security Standards (MISS)	Security Strategy to achieve 100% compliance with MISS
	To deliver quality training for the development of highly capable and professional diplomats from South Africa and other countries of the South in pursuit of South Africa's national interest	12 programmes provided Workplace skills developed according to personal development plans	Provide 72 training programmes
	Provide capacity-building opportunities for the youth	Maintain ISO 9001: 2008 certification	

Strategic objective	Objective statement	Baseline	2018 target
	Analyse global trends and their drivers through stakeholder engagements and inform principals on the foreign policy implications for South Africa.	Research papers produced through analysis, discussion fora, workshops and collaboration with academia and think-tanks on strategic issues in international relations publications:  Four publications produced	Stakeholders engagements (20)  Research and briefing papers produced (four)
	Assess, evaluate and offer recommendations for improvement on the department's system of internal controls and governance  Facilitate the departmental risk assessment processes and assist in developing a risk register	Internal audits conducted	Develop and implement internal audit operational plan
<b>JUSTIFICATION</b>	Effective organisational planning, supported by sound financial and HR management, is critical to the achievement of DIRCO's strategic objectives and is in accordance with the relevant legislative prescripts		
<b>LINKS</b>	Management of Performance Assessment (MPAT)		



## 7.2. Resource consideration

	2013/14	2014/15	2015/16
<b>MTEF ALLOCATIONS (in millions)</b>	<b>1,327.8</b>	<b>1,403.3</b>	<b>1,467.9</b>

## 7.3. Risk management

RISK	MITIGATION STRATEGIES
Non-availability of an Integrated Financial Management System (IFMS)	<p>Utilisation of various systems with the relevant supervision and monitoring controls to ensure all data is securely stored and accessible</p> <p>The department awaits the newly built IFMS developed and managed by the State Information Technology Agency (SITA)</p>
Insufficient budget allocation to achieve departmental priorities	<p>Better alignment of strategies with resources</p> <p>Reprioritisation of resources to reallocate to the more urgent priorities</p>
Outdated and inadequate knowledge and information management system	<p>Master Systems Review</p> <p>Establish a knowledge management system and appoint knowledge management officials</p>
Limited availability (skills scarcity) of appropriate human resources	<p>Provide internship, learnership and cadet programmes with the aim of recruitment</p> <p>Build internal capacity through the inclusion of skills transfer in all service level agreements for outsourced services</p> <p>Recruitment process to target required skills.</p> <p>Provide training to achieve the department's strategic objectives</p>
Inadequate compliance with the MISS	<p>Implementation of the Security Policy</p> <p>Development of a Security Compliance Strategy</p> <p>Implementation of the Security Plan</p>
Inadequate emergency response capacity	<p>Implementation of the Emergency Response Policy</p>

## 8. PROGRAMME 2: INTERNATIONAL RELATIONS

### Purpose:

Promote relations with foreign countries.

### Description:

**Strengthen Political and Economic Relations:** Bilateral political and economic agreements establish an important basis for strengthening political and economic partnerships in the various regions of the world. These remain important vehicles for cooperation and promoting South Africa's national priorities. The priority needs of Africa (such as the New Partnership for Africa's Development [NEPAD]) are also pursued in bilateral relations. Focus is also placed on the strengthening of economic relations for the promotion of South Africa's trade, investment and tourism potential and opportunities.

Marketing and branding initiatives aim to portray South Africa as a stable democracy, a safe investment destination and a reliable trading partner.

Sub-programmes Africa; Americas and the Caribbean; Asia & Middle East and Europe: Contribute to the realisation of the five national priorities through strengthened bilateral cooperation with individual countries of the South and the North, prioritising increased exports of South African goods and services; Foreign Direct Investment (FDI) with technology transfers into value-added industries and mineral beneficiation, as well as increased inbound tourism and skills enhancement. These objectives link to the strategic objectives of:

- *Strengthen South-South Relations*
- *Strengthen Relations with Strategic Formations of the North*
- *Strengthen Political and Economic Relations.*

### 8.1 Strategic objectives

Strategic objective	Objective statement	Baseline	2018 Target
To promote policies, strategies and programmes to advance South Africa's national priorities through strengthened political, economic and social relations with targeted countries	<p>Consolidate and strengthen bilateral political and social relations through utilising structured bilateral mechanisms and high-level engagements to pursue national priorities</p> <p>Consolidate and strengthen bilateral economic relations through the promotion of value-added export, targeted FDI, tourism promotion and development cooperation</p>	Facilitated 22 structured bilaterals (joint bilateral commissions (JBC), joint commissions for cooperation (JCC), binational commissions (BNC), etc.) to promote national priorities, the African Agenda and the Agenda of the South with Europe 10; Asia & Middle East six; America & Caribbean three; and Africa three	Structured bilateral mechanisms and high-level visits: 46
<b>Justification</b>	The coherent and focussed promotion of South Africa's national priorities, the African Agenda and the Agenda of the South through establishing and managing bilateral structures and mechanisms for achieving foreign policy objectives		
<b>Links</b>	<p>The Medium Term Strategic Framework</p> <p>Priorities set out by the Government as reflected in the Delivery Agreement and annexures for Outcome 11</p> <p>Cabinet-approved <i>Guidelines for the Enhanced Coordination of South Africa's International Engagements</i></p>		

## 8.2. Resource consideration

	2013/14	2014/15	2015/16
<b>MTEF ALLOCATIONS (in millions)</b>	<b>2,654.9</b>	<b>2,842.1</b>	<b>3,019.4</b>

## 8.3 Risk management

Risk	Mitigation strategies
Non-adherence by the three spheres of government to the “Measures and Guidelines for the Enhanced Coordination of South Africa’s International Engagements”	Implementation at ministerial and senior official level through existing Cluster and other structures Enforcement as appropriate of the “Measures and Guidelines”
Insufficient human and financial resources capacity	Prioritisation of objectives and activities
Uncertain global economic environment	Strengthened marketing of South Africa abroad

## 9. PROGRAMME 3: INTERNATIONAL COOPERATION

### Purpose:

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

### Description

**Participate in the Global System of Governance:** South Africa is committed to multilateralism and a rules-based international order and to this end participates and plays an active role in all fora of the United Nations (UN) system and its specialised agencies, funds and programmes, promoting the pillars of multilateral activity, namely global security, sustainable development, human rights and international law. South Africa thus supports all initiatives aimed at strengthening the UN system and its central role in multilateralism and is also supportive of ongoing efforts to improve the effectiveness and accountability of the secretariats of these organisations.

South Africa regards the UN as the foremost vehicle to advance the global development agenda and to address underdevelopment and the eradication of poverty. To this end, South Africa upholds the belief that the resolution of international conflicts should be peaceful and in accordance with the provisions of the UN Charter and the principles of international law. South Africa's international relations policy therefore recognises that to achieve a better life for all, development and security are best addressed through adequate attention to all global threats facing humanity.

There is also an urgent need to translate strategies, action plans and other commitments made at major UN summits and conferences into concrete actions and to achieve the agreed-upon international development goal (IDGs), including the millennium development goals (MDGs), to advance global security, sustainable development and human rights.

**Enhanced African Agenda and Sustainable Development:** The struggle for a better life in South Africa is intertwined with our pursuit of a better Africa in a better world. Consequently, Africa is at the centre of South Africa's foreign policy and South Africa will continue to support regional and continental processes to respond to and resolve crises, strengthen regional integration, significantly increase intra-African trade and champion sustainable development and opportunities in Africa. South Africa will continue to play a leading role in conflict prevention, peacekeeping, peace-building and post-conflict reconstruction. To achieve this, both bilateral and multilateral branches will engage through structured mechanisms and intergovernmental fora.

The strengthening of the African Union (AU) and its structures is a strategic priority in deepening the continental integration process. In addition, the role of Regional Economic Communities (RECs) as building blocs in the integration process should continue to be strengthened. South Africa will continue with efforts aimed at revitalising the New Partnership for Africa's Development (NEPAD) as a strategy for economic development on the African Continent, together with ongoing support for the African Peer Review Mechanism (APRM), which is important to assist the Continent to consolidate democracy and meet universally-accepted standards of participatory democracy. It is essential that the Africa Action Plan (AAP) 2010 – 2015 and APRM be promoted in all relevant global partnerships and bilateral, regional and multilateral fora, aimed at the translation of international development commitments into concrete actions.

South Africa will continue with its priority of contributing to socio-economic development on the Africa Continent. One of the key vehicles for the disbursement of development funding is the African Renaissance and International Cooperation Fund (ARF). DIRCO is in the process of establishing a dedicated development agency to replace the ARF, which will inform and direct South Africa's development assistance framework. The conceptual framework for the establishment of the South African Development Partnership Agency (SADPA) has been finalised and work is underway to develop an operating framework for SADPA.

**Strengthen Political and Economic Integration of the Southern African Development Community (SADC):** The integration of SADC remains critical for the economic development of the region and for South Africa's global competitiveness. For building greater productive and export capacity and global competitiveness across the region, it is necessary to advance a developmental integration agenda in Southern Africa combining trade integration, infrastructure development and sector policy coordination. It is essential to strengthen political cohesion within SADC, through the alignment of interlinking and interconnected regional peace and security objectives, as well as ensuring political stability and economic viability through strengthening governance and institutional capacity within SADC.

**Strengthen South-South Relations:** Partnerships with countries of the South are critical to advancing not only South Africa's own development needs, but also the African Agenda and to create political, economic and social convergence for the fight against poverty, underdevelopment and the marginalisation of the South. South Africa will promote the strengthening of South-South cooperation and support the Agendas of the South in all relevant fora.

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

## 9.1 Strategic objectives

### Sub-programme: Global System of Governance

Strategic objective	Objective statement	Baseline	2018 target
To participate in the Global System of Governance to enhance international responsiveness to the needs of developing countries and Africa in particular through a reformed, strengthened and equitable rules-based multilateral system	Contribute to the peaceful resolution of international conflicts with the centrality of the UN Charter and the principles of international law	Current resolutions and processes on conflict prevention, resolution and post-conflict peace-building  Assessed contributions to UN peace-keeping operations	All structures and processes engaged in to enhance the responsiveness of the multilateral system to South Africa's needs and the needs of developing countries
	Contribute towards global peace and security, political and socio-economic stability, sustainable development and respect for, promotion, protection and fulfilment of human rights within an equitable rules-based multilateral system, according to agendas and schedules of multilateral institutions	Contribute human and other resources to UN peace-support operations  Current resolutions and outcomes documents of major international processes	
Advocate for the reform of global governance institutions and their secretariats to better address the needs of developing countries	Provision of legal and policy advice to government with regard to all matters related to international law and international legal issues as well as the custodianship of the official Treaty Records	Assessed membership contributions to institutions of global governance  Current resolutions and decisions on reform of the UN General Assembly (UNGA), UN Security Council (UNSC), Economic and Social Council of the UN (ECOSOC), UN Human Rights Council (UNHRC) and Bretton Woods Institutions	Provide 100% response to requests for legal services, advice and assistance
		Provided 1 129 legal opinions; managed 23 litigation matters; attended two hearings; dealt with three Promotion of Access to Information Act, 2000 requests; and certified 135 agreements for Presidential approval	
Justification	The coherent and focussed promotion of South Africa's national priorities and interests, the African Agenda and the Agenda of the South within an equitable rules-based Global System of Governance		

## Sub-programme: Continental Cooperation

### Enhanced African Agenda and Sustainable Development

Strategic objective	Objective statement	Baseline	2018 target
To enhance the African Agenda and sustainable development	Promote democracy, good governance, human rights, peace and security, and sustainable development on the African Continent through identified processes, debates and resolutions, according to agendas and schedules of multilateral institutions, particularly the structures and processes of the AU, inclusive of the APRM	South African positions advanced at two summits and related meetings of the AU to promote peace and stability, socio-economic development as well as good governance and democracy on the Continent	South African positions advanced at AU summits and related meetings to promote peace and stability, socio-economic development as well as good governance and democracy on the Continent
	Contribute through deployment of personnel and annual financial contribution to the strengthening of mechanisms and structures of the AU and SADC	Two seconded and five elected South Africans deployed to the AU Commission  Assessments fully paid up and on time	Promote the uptake of South Africa's allocated quota of positions in AU and SADC structures  Pay annual assessments in full and on time
	To advance the implementation of NEPAD programmes related to priority sectors and support the Presidential Infrastructure Championing Initiative (PICI)	Championed the Programme for Infrastructure Development in Africa (PIDA) and the PICI through participation and support to four meetings of NEPAD processes and structures  Lobbied for support for NEPAD programmes with 11 African development partnerships	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
	Contribute to the processes for the peaceful resolution of conflicts, peace missions; election observer missions; and Post-Conflict Reconstruction and Development (PCRD)	Participated in SADC, AU and UN structures and processes, contributing to peace and security and PCRD	Participate in all SADC, AU and UN structures, contributing to peace and security and PCRD
	Provide technical and development cooperation through capacity-building, skills transfer and project funding to identified countries	Recommended 14 projects in terms of the ARF Act, 2000 to the two responsible Ministers for approval  Finalised the operationalisation of SADPA and the transformation of the ARF into SADPA	Manage South Africa's development assistance through ARF/SADPA
<b>JUSTIFICATION</b>	The coherent and focussed promotion of South Africa's national priorities and interests through advancing the African Agenda		

### Strengthen Political and Economic Integration of SADC

Strategic objective	Objective statement	Baseline	2018 target
To strengthen political and economic integration of SADC	Contribute to SADC processes to create an enabling environment supportive of political and economic integration and the effective functioning of the regional organisation	All meetings of SADC structures and process supported and participated in to promote regional political and economic integration	All meetings of SADC structures and process supported and participated in to promote regional political and economic integration.
<b>JUSTIFICATION</b>	The coherent and focussed promotion of South Africa's national priorities and interests through advancing the African Agenda within the SADC region to secure regional integration, cooperation and development		

## Sub-programme: South-South Cooperation

Strategic objective	Objective statement	Baseline	2018 target
To Strengthen South-South relations	Engage identified organisations and formations of the South to contribute to and advance common positions of the South, also reflecting South Africa's foreign policy priorities	All meetings of organisations of the South engaged to contribute to advance common positions of the South, aligned to South Africa's foreign policy positions	All meetings of organisations of the South engaged to contribute to and advance common positions of the South, aligned to South Africa's foreign policy positions
<b>JUSTIFICATION</b>	The coherent and focussed promotion of South-South cooperation to advance South Africa's national priorities and interests through advancing the African Agenda and the Agenda of the South		

## Sub-programme: North-South Cooperation

Strategic objective	Objective statement	Baseline	2018 target
To strengthen relations with strategic formations of the North to advance national priorities, the African Agenda, and the Development Agenda of the South	Engage with groupings of the North to promote national priorities, the African Agenda and the Agenda of the South through dialogue and participation in summits, and ministerial and senior officials meetings	Engagements with identified formations of the North to contribute to and advance positions of the South and Africa, aligned to South Africa's foreign policy positions	Engagements with identified formations of the North to contribute to and advance positions of the South, and Africa, aligned to South Africa's foreign policy positions
<b>JUSTIFICATION</b>	The coherent and focussed promotion of South Africa's national priorities and interests through advancing the African Agenda and the Agenda of the South through engagements with the strategic formations of the North		

## 9.2. Resource consideration

	2013/14	2014/15	2015/16
<b>MTEF ALLOCATIONS (in millions)</b>	<b>447.9</b>	<b>452.7</b>	<b>464.5</b>

## 9.3 Risk management

RISK	MITIGATION STRATEGIES
Non-adherence by the three spheres of government to the “Measures and Guidelines for the Enhanced Coordination of South Africa’s International Engagements” when engaging in multilateral fora	Implementation and enforcement at ministerial and senior officials level through existing Cluster and other structures Enforce the “Measures and Guidelines” through reporting to Cabinet
Shifting of international focus away from Africa and development issues, to other pressing international issues	Strengthen coherence through targeted agenda-setting and advocacy in multilateral fora and through bilateral engagements
Impact of domestic financial situation on human and financial resources	Prioritisation of objectives and activities
Growing tendency to undermine the influence of the rules-based multilateral institutions	Work towards harmonisation of the agendas of bilateral and multilateral fora through the development of common positions and initiatives
Lack of coherence 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



## 10. PROGRAMME 4: PUBLIC DIPLOMACY AND STATE PROTOCOL

### Purpose:

Provide an effective State Protocol service to Heads of State and Government and designated dignitaries and render advisory services to various stakeholders.

Advance a positive projection of South Africa's image through communication strategies on South Africa's foreign policy positions and programmes nationally and internationally.

### 10.1 Strategic objectives

#### Sub-programme: Public Diplomacy

Strategic objective	Objective statement	Baseline	2018 target
To provide strategic public diplomacy direction nationally and internationally to ensure a better understanding of South Africa's foreign policy	Effective communication and marketing strategy to promote South Africa's foreign policy both nationally and internationally	Conducted communication and marketing campaigns both nationally and internationally  Strategic engagements with stakeholders through 14 Public Participation Programmes and other events	Enhanced understanding of South Africa's foreign policy through increased use of public diplomacy platforms
<b>JUSTIFICATION</b>	Public Diplomacy strategies, platforms, products and programmes with the aim to enhance the understanding of South Africa's foreign policy to all stakeholders, including national and international audiences		
<b>LINKS</b>	Programme 1 and 2		

### Description:

Programme 4 consists of the following sub-programmes:

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

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

## Sub-programme: State Protocol

Strategic objective	Objective statement	Baseline	2018 target
To provide effective State Protocol services	Facilitate international visits, ceremonial events and international conferences	Provided protocol services for 103 state and ceremonial events, during 92 incoming and 89 outgoing state and official visits and 10 international conferences	100% of requests for protocol services responded to
	Provide protocol advice and support to the various spheres of government	Provided support for 159 outgoing visits, 18 incoming visits and facilitated one roadshow and one Consultative Forum	
	Manage the SPLs and guesthouses	Facilitated 42 000 dignitaries through SPLs, hosted and facilitated 107 events at the guesthouses	
	Regulates engagement with the local diplomatic community and facilitate the accreditation of Heads of Diplomatic and Consular Missions	Managed the immunities and privileges of the Diplomatic Corps of more than 150 countries and organisations resident in South Africa, complying with the Diplomatic Immunities and Privileges (DIAP) Act, 2001	100% of requests for protocol services responded to
<b>JUSTIFICATION</b>	Coordinated and regulated activities of the accredited Diplomatic Corps in terms of South Africa's obligations as directed by the Vienna Convention on Diplomatic Relations of 1961; Vienna Convention on Consular Relations of 1963; and DIAP Act, 2001 and policy in support of South Africa's foreign policy goals. State Protocol is also responsible for incoming and outgoing Heads of State/Governments visits and renders protocol advice and support to the various spheres of government in their international engagements to further assist in promoting South Africa's agenda in the international arena		
<b>LINKS</b>	Programme 1 and 2		

## 10.2 Resource consideration

	2013/14	2014/15	2015/16
<b>MTEF ALLOCATIONS (in millions)</b>	<b>243.9</b>	<b>243.9</b>	<b>249.4</b>

## 10.3 Risk management

RISK	MITIGATION STRATEGIES
Divergent views emanating from South Africa on foreign policy	Stronger inter-departmental coordination on international relations activities
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
Increased negative perceptions of South Africa as a risky investment destination	Proactive and timeous public diplomacy messages

## 11. PROGRAMME 5: INTERNATIONAL TRANSFERS

### Purpose:

To honour South Africa's financial obligations and voluntary contributions to international organisations.

### Description:

Provide 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.

### 11.1 Strategic objectives

Strategic objective	Objective statement	Baseline
To strengthen multilateralism through financial contributions	Payments of South African contributions to international organisations in full and on time	R000 R828 225
<b>JUSTIFICATION</b>	Promotion of a more efficient, transparent and service-orientated Secretariat better able to respond to the mandates given by member states, especially increased support to African development challenges and the particular needs of poor and vulnerable countries of the South	
	Meet South Africa's international obligations in support of a rules-based multilateral system	
<b>LINKS</b>	Programme 2 – Enhanced African Agenda and Sustainable Development; Global Governance	

### 11.2 Resource consideration

	2013/14	2014/15	2015/16
<b>MTEF ALLOCATIONS (in millions)</b>	<b>873.9</b>	<b>922.8</b>	<b>965.2</b>

### 11.3 Risk management

RISK	MITIGATION STRATEGIES
Foreign-exchange fluctuations	Estimates of National Expenditure (ENE), MTEF and Adjustment Estimate process

# PART C: Links to other plans

## 12. Links to long-term and infrastructure and other capital plans

### Introduction

The geographically decentralised and complex nature of DIRCO places high demands on the department for the provision of accommodation, facilities, goods and services that allow optimal efficiency and effectiveness in the execution of our mandate.

DIRCO operates both in South Africa and in various countries abroad. Apart from providing for its own needs, DIRCO is also responsible for facilitating the provision of accommodation and movable assets for partner departments who have representation abroad. Currently, South Africa is represented in 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.

In terms of the provision of accommodation for Missions abroad, DIRCO will continue with its systematic acquisition of land and properties and will investigate ways in which to accelerate such acquisitions. Where land is acquired, DIRCO will develop the required facilities according to departmental standards. DIRCO will, during the 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 DIRCO's efforts in this regard.

Project name	Programme	Country	Project description/ type of structure	Outputs	Estimated project cost	Expenditure to date if any	Project duration	
							Start	Finish
<b>New and replacement assets</b>								
Dar es Salaam, Chancery construction	Capital	Tanzania	Construction of Chancery	Functional office space	R49,5 mil	R1,2 mil	2007/08	2014/15
Lilongwe, Chancery and staff housing construction	Capital	Malawi	Construction of Chancery and staff housing	Functional office space and three staff houses	R68,8 mil	R4 mil	2007/08	2014/15
Standard Chancery and Official Residence design project	Capital		Development of standard Chancery and Official Residence design	Standard design for chanceries and official residences	R800 000.00	R0	2012/13	2012/13
Kigali, Chancery and Official Residence construction	Capital	Rwanda	Construction of Chancery and Official Residence	Functional office space and Official Residence	R49,8 mil	R500 000.00	2007/08	2016/17
Mbabane, staff housing construction	Capital	Swaziland	Construction of staff housing	Eight staff houses	R70 mil	R2,8 mil	2007/08	2016/17
Mbabane, Chancery construction	Capital	Swaziland	Construction of Chancery	Functional office space	R39 mil	R0	2007/08	2016/17
New Delhi, Chancery and Official Residence construction	Capital	India	Construction of Chancery and Official Residence	Functional office space and Official Residence	Project not costed	R0	2013/14	2016/17
Riyadh, Chancery and Official Residence construction	Capital	Saudi Arabia	Construction of Chancery and Official Residence	Functional office space and Official Residence	Project not yet costed	R0	2013/14	2016/17
Dakar, Chancery construction	Capital	Senegal	Construction of Chancery	Functional office space	Project not yet costed	R0	2014/15	2016/17
Bamako, Chancery, Official Residence and staff housing construction	Capital	Mali	Construction of Chancery, Official Residence and staff housing	Functional office space and Official Residence	Project not yet costed	R0	2014/15	2016/17
Montevideo, staff housing construction	Capital	Uruguay	Construction of staff house	One staff house	R4,5 mil	R 0	2016/17	2016/17
Property acquisition in Tokyo	Capital	Japan	Chancery	New Chancery	Project not yet costed	R0	2012/13	2016/17
Property acquisition in New York	Capital	United States of America (USA)	Chancery	New Chancery	Project not yet costed	R0	2012/13	2016/17
Property acquisition in Luanda	Capital	Angola	Chancery	New Chancery	R120 mil	R0	2012/13	2016/17
Property acquisition in Lagos	Capital	Nigeria	Chancery	New Chancery	R60 mil	R0	2014/15	2014/15

Property acquisition in Beijing	Capital	China	Chancery	New Chancery	R125 mil	R0	2015/16	2015/16
Property acquisition in Mumbai	Capital	India	Chancery	New Chancery	R105 mil	R0	2012/13	2016/17
Property acquisition in Nairobi	Capital	Kenya	Chancery	New Chancery	R70 mil	R0	2016/17	2016/17
Property acquisition in Cairo	Capital	Egypt	Chancery	New Chancery	R45 mil	R0	2016/17	2016/17
Acquisition of 100-year lease for Chancery in London	Capital	United Kingdom (UK)	Crown land on which the Chancery is situated	100-year lease agreement	R100 mil	R0	2016/17	2016/17
<b>Total new and replacement assets</b>								
<b>Maintenance and repairs</b>								
All state-owned properties are maintained annually from operational funds allocated to individual Missions. At present, the Government owns 25 chanceries, one Consulate, 35 Official residences, 66 staff houses, 16 plots of vacant land and one parking bay								
<b>Total maintenance and repairs</b>								
<b>Upgrades and additions</b>								
Washington, refurbishment of Chancery	Capital	USA	Refurbishment of Chancery	Functional office space	R153 mil	R15 mil	2008/09	2013/14
London, refurbishment of Official Residence	Capital	UK	Refurbishment of Official Residence	Renovated Official Residence	R45,5 mil	R205 000.00	2010/11	2012/13
Juba, refurbishment of Chancery	Capital	South Sudan	Refurbishment of Chancery	Functional office space	R82,044 mil	R1.9 mil	2010/11	2015/16
Copenhagen, refurbishment of Chancery and Official Residence	Capital	Denmark	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R35 mil	R500 000.00	2008/09	2014/15
Paris, refurbishment of Chancery and Official Residence	Capital	France	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R75 mil	R0	2012/13	2015/16
Tel Aviv, refurbishment of Official Residence	Capital	Israel	Refurbishment of Official Residence	Renovated Official Residence	R2,5 mil	R0	2011/12	2011/12
The Hague, refurbishment of Chancery, Consulate and Official Residence	Capital	The Netherlands	Refurbishment of Chancery, Official Residence as well as conversion of the Consulate building into a staff residence	Functional office space and renovated Official Residence and staff residence	R132 mil	R250 000.00	2009/10	2014/15

Brasilia, refurbishment of Chancery and staff housing	Capital	Brazil	Refurbishment of Chancery and staff houses	Functional office space and renovated staff houses	R20 mil	R120 000.00	2006/07	2013/14
Berne, refurbishment of Official Residence	Capital	Switzerland	Refurbishment of Official Residence	Renovated Official Residence	R1,5 mil	R0	2011/12	2011/12
Madrid, refurbishment of Chancery and Official Residence	Capital	Spain	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R11,5 mil	R0	2011/12	2014/15
Sao Paulo, refurbishment of Chancery	Capital	Brazil	Refurbishment of Chancery	Functional office space	R7,5 mil	R0	2011/12	2015/16
Tokyo, refurbishment of Official Residence	Capital	Japan	Refurbishment of Official Residence	Renovated Official Residence	R42 mil	R2,2 mil	2008/9	2012/13
Munich, refurbishment of Official Residence	Capital	Germany	Refurbishment of Official Residence	Renovated Official Residence	R1 mil	R0	2011/12	2011/12
Rome, refurbishment of Chancery and Official Residence	Capital	Italy	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R4,7 mil	R0	2011/12	2012/13
London, refurbishment of Chancery	Capital	United Kingdom	Refurbishment of Chancery	Functional office space	R100 mil	R0	2015/16	2017/18
Kinshasa, refurbishment of Chancery and staff compound	Capital	Democratic Republic of Congo	Refurbishment of Diplomatic Compound, which includes the Chancery, Official Residence and staff housing	Functional office space and renovated Official Residence and staff housing	R20 mil	R0	2014/15	2016/17
New York, refurbishment of Official Residence of the Consul General	Capital	USA	Refurbishment of Official Residence of the Consul General	Renovated Official Residence	R5 mil	R0	2015/16	2015/16
Buenos Aires, refurbishment of Chancery and Official Residence	Capital	Argentina	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R25 mil	R0	2015/16	2017/18
Harare, refurbishment of Chancery	Capital	Zimbabwe	Refurbishment of Chancery	Functional office space	R10 mil	R0	2014/15	2015/16
Maputo, refurbishment of Chancery, Official Residence and staff compound	Capital	Mozambique	Refurbishment of Diplomatic Compound, which includes Chancery, Official Residence and staff housing	Functional office space and renovated Official Residence and staff housing	R50 mil	R0	2014/15	2017/18



Lisbon, refurbishment of Chancery and Official Residence	Capital	Portugal	Refurbishment of Chancery and Official Residence	Functional office space and renovated Official Residence	R15 mil	R0	2015/16	2016/17
Tehran, refurbishment of Official Residence	Capital	Iran	Refurbishment of Official Residence	Renovated Official Residence	R2,5 mil	R0	2016/17	2016/17
Brasilia, refurbishment of Official Residence	Capital	Brazil	Refurbishment of Official Residence	Renovated Official Residence	R2,5 mil	R0	2015/16	2015/16
Luanda, refurbishment of Official Residence	Capital	Angola	Refurbishment of Official Residence	Renovated Official Residence	R3,5 mil	R0	2011/12	2011/12
Vienna, refurbishment of Chancery	Capital	Austria	Refurbishment of Chancery	Functional office space	R10 mil	R0	2015/16	2016/17
<b>Total upgrades and additions:</b>								
<b>Rehabilitation, renovations and refurbishments</b>								
Please note that the projects listed under "Upgrades and additions" above include all renovations, refurbishments, upgrades and additions.								
<b>Total rehabilitation, renovations and refurbishments</b>								

**Note:** The above infrastructure plan has been based on the following capital baselines received from the National Treasury:

2012/13: R206 985 000.00

2013/14: R202 919 000.00

2014/15: R213 994 000.00

### 13. Public-Private Partnerships (PPPs)

Name of PPP	Purpose	Outputs	Current value of agreement (R thousand)	Date when agreement expires
Head Office accommodation for DIRCO	<p>Financing, design, construction, operation and maintenance of Head Office and guesthouse facilities</p> <p>Financing, design renovation and structural maintenance of state-owned guesthouse facility.</p>	<p>New Head Office and Guesthouse constructed</p> <p>Head Office and Guesthouse maintained and operated by on-site facilities management company</p> <p>Furniture, fittings and equipment installed, maintained and replaced at agreed intervals</p> <p>State-owned guesthouse renovated and structurally maintained</p>	<p>Contracted unitary fee (in January 2005 prices): R 101 million per annum</p> <p>Unitary fee escalates with CPI annually</p> <p>2011/12 FY unitary fee: R167 525 070 (incl VAT) per annum</p>	September 2034

## Glossary of Terminology

**African Agenda:** South Africa's future is inextricably linked to that of Africa. The Continent is therefore the cornerstone of South Africa's foreign policy. The concept and term African Agenda has been developed to describe the principal motive underpinning South Africa's foreign policy for the last 19 years. This African Agenda rests on five key pillars: Contribute to regional and continental peace, security, stability and sustainable development through the African Union; advance Africa's socio-economic development through the New Partnership for Africa's Development (NEPAD); strengthen effective governance through mechanisms such as the African Peer Review Mechanism (APRM); seek cooperation through international partnerships in support of Africa's development; and develop Regional Economic Communities (RECs) as the building blocs for continental economic development and integration.

**AUPCRD Committee on Sudan:** The African Union Post-Conflict Reconstruction and Development Ministerial Committee for the Sudan was established in July 2003, to facilitate PCRDR efforts in Sudan.

**Bilateral relations:** Bilateral relations are mainly conducted through formally accredited Missions that spearhead on a daily basis the promotion of the national interests of the sending country. These relations cover a wide spectrum such as political, economic, science and technology, defence, consular and development cooperation, among others. South Africa conducts its diplomatic relations through 125 missions in 108 countries under the control of the Department of International Relations and Cooperation.

**Strengthen relations:** This terminology generally refers to diplomatic actions aimed at expanding and deepening the political, trade, social, financial, economic and security relationship and interactions between South Africa and another state. These actions can take many forms but usually pertain to state visits, official visits, working visits, structured bilateral mechanisms and the daily activities of diplomatic missions.

**State Visit:** A State Visit is the highest level of diplomatic contact between two countries and involves a formal visit by one Head of State on another Head of State at the invitation of the receiving Head of State. These are marked by ceremonial honours and protocol such as a 21-gun salute, a guard of honour, a state banquet hosted by the receiving Head of State and visits to historic landmarks. State visits are usually scheduled well in advance. A Head of State is usually accompanied by senior Ministers and in the case of

South Africa, also the Minister of International Relations and Cooperation. Nowadays, it is also the practice for a trade delegation to accompany a State Visit to strengthen economic relations and to network. State visits are usually also characterised by the signing of a number of key agreements and the issuance of a joint communiqué/declaration.

**Official Visit:** Official visits take place more frequently than state visits and can involve Heads of State/Government, Deputy Heads of State/ Government, Ministers or Deputy Ministers, usually at the invitation of their counterparts. These visits usually accompany scaled-down ceremonial and protocol honours depending on the rank of the person concerned and the purpose of the visit. Such visits could also be termed working visits in certain cases. Working visits can take place without formal invitation and can be undertaken at the initiative of a foreign Head of State/Government, Cabinet Member or member of a Royal Family. The visit would not involve ceremonial honours.

**High-Level Meeting:** The term High-Level Meeting is often employed to denote meetings of Ministers and above. The content of these meetings could be the same for state and official visits.

**Senior Officials Meeting:** The most common meetings are between senior officials, i.e. below Cabinet level. Meetings of this nature often convene to prepare for high-level meetings, to exchange information and ideas, to discuss technical issues, to negotiate and draft agreements and communiqués/declarations, to assess the implementation of previous agreements and/or decisions, as well as to clarify positions and develop common positions on issues of mutual interest.

**Structured bilateral mechanisms:** A structured Bilateral Mechanism is a terminology reflecting the numerous regularised and formalised meetings that South Africa has with other countries. These meetings usually take place in an agreed format and time frame pursuant to a bilateral communiqué, agreements and/or other high-level decisions. They usually comprise sub-committees or technical committees dealing with issues such as global governance, Africa, strengthening trade and investment relations, tourism promotion, science and technology cooperation, etc. Ministers and senior officials of departments concerned usually co-chair these sub-committees. Structured bilateral mechanisms are co-chaired from the President downwards to the level of senior officials. These meetings usually meet under various designations such as Binational Commission, Joint Commission, Partnership Forum, Policy Dialogue Forum, Policy Forum, etc. The meetings usually alternate between the countries concerned and can take place every six months, annually and in certain cases

every two years, depending on the importance of the issues on the agenda and the availability of the relevant Ministers and senior officials. The Structured Bilateral Mechanism is one of the most important and valuable foreign policy instruments for the Department of International Relations and Cooperation to co-ordinate South African positions and activities towards a particular country and to advance South Africa's key priorities.

**Early Warning:** A concept utilised in conflict prevention referring to diplomatic analysis and reporting by states and regional bodies with the aim of preventing the outbreak of large-scale conflict through appropriate preventative diplomacy.

**Multilateralism:** A global system of interaction between states, which is particularly important to small and medium-sized states as it gives all participating states an equal voice and stake in programmes, projects and actions to address issues that affect their interests, those of their region and issues of global concern. This multilateral rules-based system is the main counterbalance to unilateral and collective actions undertaken by big and powerful states that exclude small and medium states.

**Multilateral Rules-Based System:** This system comprises all the United Nations (UN) bodies, agencies, funds, programmes and related organisations in association with the UN as well as conventions and agreements that provide for inclusive and equal participation by all states.

**Bretton Woods Institutions:** The International Monetary Fund (IMF) and International Bank of Reconstruction and Development (IBRD) created by the Bretton Woods Agreement at the UN Monetary and Financial Conference in 1944 to manage global economic and financial relations.

**Promotion of the Multilateral System:** Promoting the use and strengthening of the multilateral system of collective decision-making between states and countering the damaging effects of unilateral and collective actions undertaken by big and powerful states that exclude small and medium states such as South Africa.

**Disarmament and Non-Proliferation:** A system of multilateral agreements, conventions and controls in which all states can equally participate and which is aimed at ridding the world of weapons of mass destruction and to limit the spread and control the use of conventional weapons, including small-arms and light weapons.

**Major international conferences:** South Africa places great emphasis on multilateralism and the reform of global governance. To contribute to a better world and the reform of global governance, South Africa has hosted some major international conferences, the outcomes of which contribute to the advancements of humanity. DIRCO has a special responsibility to follow-up on the outcomes and decisions of all major international conferences hosted since 1990.

## LIST OF ACRONYMS

### A

AAP African Action Plan  
 AMISOM African Union Mission to Somalia  
 APRM African Peer Review Mechanism  
 ARF African Renaissance Fund  
 ASEAN Association of Southeast Asian Nations  
 ASF African Standby Force  
 AU African Union  
 AUPSC AU Peace and Security Council

### B

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

### C

CAMEF Conference of African Ministers of Economy and Finance  
 CCPCJ Commission on Crime Prevention and Criminal Justice  
 CHOGM Commonwealth Heads of Government Meeting  
 COLP Centre for Oceans Law and Policy  
 COMESA Common Market for Eastern and Southern Africa  
 CoP Conference of Parties  
 CRPD Convention on the Rights of Persons with Disabilities  
 CSD Commission on Sustainable Development

### D

DDG Deputy Director-General  
 DG Director-General  
 DIRCO Department of International Relations and Cooperation

### E

EAC East Africa Community  
 ECOSOCC Economic, Social and Cultural Council  
 EMC Executive Management Committee  
 EPA Economic Partnership Agreement  
 EU European Union

### F

FAO Food and Agriculture Organisation  
 FOCAC Forum for China-Africa Cooperation

### G

G8 Group of eight  
 G20 Group of twenty  
 G77 Group of 77 (plus China)

### H

HRC Human Rights Council  
 HSGOC Heads of State and Government Orientation Committee

### I

IAEA International Atomic Energy Agency  
 IBSA India, Brazil, South Africa Dialogue Forum  
 ICESCR International Covenant on Economic, Social and Cultural Rights  
 ICRC International Committee of the Red Cross  
 ICTS International Cooperation Trade Security  
 IDWGC Inter-Departmental Working Group on the Common Wealth  
 IFRC International Federation of Red Cross and Red Crescent Societies  
 IOM International Organisation for Migration  
 IOR-ARC Indian Ocean Rim Association for Regional Cooperation  
 ISPDC Inter-State Politics and Defense Committee

### J

JCC Joint Commission of Cooperation

### K

KPCS Kimberly Process Certification Scheme

### M

MDGs Millennium Development Goals  
 MENA Middle East and North Africa  
 MISS Minimum Information Security Standards  
 MPAT Management Performance Assessment Tool

**N**

NAM Non-Aligned Movement  
NAASP New Africa-Asia Strategic Partnership  
NEPAD New Partnership for Africa's Development  
NGP New Growth Path  
NIPMO National Intellectual Property Management Office

**O**

OECD Organisation for Economic Cooperation and Development

**P**

PAP Pan-African Parliament  
PFMA Public Finance Management Act  
PICI Presidential Infrastructure Champion Initiative  
PIDA Programme for Infrastructure Development in Africa  
PMSC Private Military and Security Company Observer  
PPP Public-Private Partnership  
PRAU Policy Research and Analysis Unit  
PRST Presidential statement (UN)  
PSC Peace and Security Council

**R**

RISDP Regional Indicative Strategic Development Plan  
ROK Republic of Korea  
ROSA Registration of South Africans Abroad

**S**

SACOIR South African Council on International Relations  
SACU Southern African Customs Union  
SADC Southern African Development Community  
SADPA South African Development Partnership Agency

**T**

TICAD Tokyo International Conference on African Development

**U**

UN United Nations  
UNCAC United Nations Convention against Corruption  
UNCOPUOS United Nations Committee for the Peaceful Uses of Outer Space  
UNESCO United Nations Educational, Scientific and Cultural Organisation  
UNFCCC United Nations Framework Convention on Climate Change  
UNGA United Nations General Assembly  
UNIDROIT International Institute for the Unification of Private Law  
UNRWA United Nations Relief and Works Agency  
UNSC United Nations Security Council  
UNSG United Nations Secretary General  
UNTOC United Nations Convention against Transnational Organised Crime  
UNWTO United Nations World Trade Organisation

**V**

VOIP Voice Over Internet Protocol

**W**

WFP World Food Programme  
WHA World Health Assembly  
WHO World Health Organisation  
WIPO World Intellectual Property Organisation  
WMD Weapons of Mass Destruction



