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& cooperation

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA



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TECHNICAL INDICATOR DESCRIPTORS
FOR THE STRATEGIC PLAN

2015 – 2020

Technical Indicator Descriptors for the Strategic Plan 2015 – 2020

PART

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STRATEGIC PLAN 2015 – 2020



Strategic objectives	Short definition	Purpose	Source of data	Data limitations	Reporting cycle	New strategic objectives	Desired performance	Strategic objective responsibility
To manage resources efficiently and effectively through sound administration and good governance	Sound administration and good governance systems are necessarily put in place to manage resources in an effective and efficient way	To provide strategic support, management and administration. To exercise oversight responsibility regarding financials and compliance and related internal controls. To promote good corporate governance and practices. Provide information and communications technology (ICT) to enable the department to deliver on its mandate	Process Owner: Finance and Asset Management	None	Annually	New strategic objective	Higher performance is desirable	Finance and Asset Management
To implement effective Human Resource (HR) management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored	HR management crucial to the functioning of the department, which includes recruitment and development	To have HR systems and processes in place to enable the department to deliver on its mandate	Process Owner: Corporate Management	None	Annually	New strategic objective	Higher performance is desirable	Corporate Management
To provide effective training and research in support of departmental strategic objectives	The department has a particular need to prepare officials for foreign service deployment as well as the promotion of good practices through capacity development and knowledge-management initiatives. Policy research is undertaken to ensure adequate advice is provided to principals	To provide training and research for the department	Process Owner: Diplomatic Training, Research and Development (DTRD)	None	Annually	New strategic objective	According to the service standards	DTRD



<p>To establish an adequate, effective and efficient system of internal controls and corporate governance</p>	<p>Provide advice to management on governance risks and controls. Add value and improve the department's operations. Assist the department to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of control and governance process</p>	<p>To provide advice to management on governance internal controls, monitor and review the effectiveness of the department's internal audit function and to make recommendations to management</p>	<p>Process Owner: Internal Audit</p>	<p>None</p>	<p>Annually</p>	<p>New strategic objective</p>	<p>According to the service standards</p>	<p>Internal Audit</p>
<p>To establish a culture of risk management, governance and ethical behaviour to ensure an improved internal control environment and performance</p>	<p>Prevent and mitigate risk throughout the department by identifying procedures to avoid or minimise their impact</p>	<p>To identify potential problems before they occur so that risk-handling activities may be planned and invoked as needed to mitigate adverse impacts on objectives</p>	<p>Process Owner: Risk Management</p>	<p>None</p>	<p>Annually</p>	<p>New strategic objective</p>	<p>On target</p>	<p>Risk Management</p>

Sub-programmes: Africa, Asia and the Middle East; Americas and the Caribbean; and Europe									
Strategic objectives	Short definition	Purpose	Source of data / Evidence	Data limitations	Calculation type	Reporting cycle	New strategic objective	Desired performance	Strategic objective responsibility
<p>To strengthen and consolidate South Africa's political, economic and social relations through the outcomes of structured bilateral mechanisms and high-level engagements, reflecting national priorities, the African Agenda and the Agenda of the South</p>	<p>Structured Bilateral Mechanisms is a terminology used to reflect 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 bilateral communiqués, agreements and/or other high-level decisions.</p> <p>The term High-Level Meeting is often employed to denote meetings of Deputy Foreign Minister, Minister and above. The content of these meetings could be the same and may coincide with state and official visits</p>	<p>Structured bilateral mechanisms and high-level meetings are of the most important and valuable foreign policy instruments for the Department of International Relations and Cooperation to advance South African positions, coordinate activities towards a particular country, and promote South Africa's key priorities as reflected in national policy documents. South Africa also utilises these engagements to discuss regional and global issues</p>	<p>Process Owner: Various bilateral desks and missions</p> <p>Approved and signed minutes of stakeholder meetings (interdepartmental meetings), briefing documents, outcome documents i.e. approved submissions, joint communiqués, joint declarations, memoranda of understanding / agreements and statements released after the bilateral engagement</p>	<p>Officials are not party to all discussions by political principals. Reporting can also be compromised through a lack of cooperation from other national departments and stakeholders that participate regarding areas of bilateral cooperation</p>	Cumulative	Annually	New strategic objective	Higher performance is desired. However, the frequency of meetings is dependent on the availability of the political principals of both states and fall outside of the control of the department	All bilateral branches



Sub-programme: Global System of Governance									
Strategic objectives	Short definition	Purpose	Source of data / Evidence	Data limitations	Calculation	Reporting cycle	New strategic objective	Desired performance	Strategic objective responsibility
To enhance international responsiveness to the needs of developing countries and Africa through negotiations and influencing processes in the Global Governance System towards a reformed, strengthened and equitable rules-based multilateral system	South Africa's multilateral engagements are premised on the need to advance the Development Agenda for developing countries. A key aspect of this would be through the reform of the existing global governance architecture and international institutions with a view to improve its responsiveness to these challenges. In order to influence the global processes, South Africa must be represented at multilateral fora to engage, influence, negotiate and articulate its positions. The National Development Plan stipulates that the department must retain an influential space for South Africa in key multilateral institutions	For South Africa to contribute to any changes and improvements with regard to the multilateral system, the country must actively participate in and influence negotiations. South Africa's involvement and the rationale for engagements in multilateral fora in order to advocate for a reformed rules-based global system which is equitable and responsive to its needs in particular and the needs of developing countries in general, aligned to its foreign policy positions	Process Owner: Branch: Global Governance and Continental Agenda Reports, submissions, decisions and statements released	None	Non-cumulative	Annually	Revised	Higher performance is desirable	Branch: Global Governance and Continental Agenda
To enhance the African Agenda	South Africa's African Agenda is about the advancement of peace and stability, entrenchment of democracy and good governance, and contributing to socio-economic development on the continent	This indicator reflects the centrality of Africa in South Africa's foreign policy engagement and the country's commitment to continue working towards a peaceful and prosperous Africa. This is done through engagements in the African Union (AU) structures and mechanisms in pursuance of the continent's integration agenda as the mandate of the AU contained in the organisation's Constitutive Act	Process Owner: Branch: Global Governance and Continental Agenda Reports, submissions, decisions and statements released	None	Non-cumulative	Annually	Revised	Higher performance is desirable	Branch: Global Governance and Continental Agenda
To strengthen political and economic integration and development of the Southern African Development Community (SADC)	Political cohesion and economic integration of SADC are the cornerstone of regional development, thereby contributing to increased regional cooperation for the betterment of people of the region	Reflect the importance of SADC to South Africa's foreign policy, which seeks to strengthen cooperation with regional partners in pursuit of collective regional interests such as increased trade and investment. Political cohesion is aimed at advancing regional peace and security as prerequisite conditions to bolster regional socio-economic development	Process Owner: Branch: Africa Reports, submissions, decisions and statements released	None	Non-cumulative	Annually	Revised	Higher performance is desirable	Branch: Global Governance and Continental Agenda

<p>To strengthen and consolidate South-South relations by utilising membership and engagements with groupings of the South to advance South Africa's foreign policy</p>	<p>Existing relations with countries of the South have become increasingly important, considering the inherent reconfiguration of the global political and economic landscape</p>	<p>South Africa, as a country of the South, will continue to strengthen relations with other developing countries to advance its national, regional and multilateral interests. The purpose of the indicator therefore is to demonstrate the extent to which South Africa seeks to leverage relations with countries of the South to pursue domestic imperatives, promote the African Agenda and contribute to a better world</p>	<p>Process Owner: Branches: Global Governance and Continental Agenda, and Asia and the Middle East</p> <p>Reports, submissions, decisions and statements released.</p>	<p>None</p>	<p>Non-cumulative</p>	<p>Annually</p>	<p>Revised</p>	<p>Higher performance is desirable</p>	<p>Branches Global Governance and Continental Agenda, and Asia and the Middle East</p>
<p>To advance and leverage national priorities, the African Agenda, and the Development Agenda of the South with the formations of the North</p>	<p>Relations with countries of the North remain important and cannot be negated due to renewed emphasis on relations with emerging countries of the South. Countries of the North continue to play an important role in the advancement of South Africa's national priorities, the development agenda of developing countries, inclusive of the African continent</p>	<p>Formations of the North are important international partners who continue to cooperate with South Africa in various areas of interest. The purpose of the indicator therefore is to demonstrate the extent to which South Africa seeks to leverage relations with countries of the North to pursue domestic imperatives, promote the African Agenda and contribute to a better world</p>	<p>Process Owner: Branch: Global Governance and Continental Agenda and Branch: Europe and Americas</p> <p>Reports, submissions, decisions and statements released.</p>	<p>None</p>	<p>Non-cumulative</p>	<p>Annually</p>	<p>Revised</p>	<p>Higher performance is desirable</p>	<p>Branch: Europe</p>



Sub-programmes: Public Diplomacy and State Protocol									
Strategic objectives	Short definition	Purpose	Source of data / Evidence	Data limitations	Calculation type	Reporting cycle	Strategic Objective	Desired performance	Strategic Objective responsibility
To create a better understanding and awareness of South Africa's foreign policy through targeted public diplomacy partnerships and platforms	DIRCO utilises different platforms to conduct its public diplomacy with a view to promote and project South Africa's brand and image and communicate foreign policy positions to domestic and foreign audiences. These platforms include media briefings, public participation programmes (PPPs), events and opinion pieces to inform opinions and communicate foreign policy positions. Public Diplomacy services rendered to DIRCO comprise video and photography services as well as drafting speeches and communication strategies in response to requests received	To promote a better understanding of South Africa's foreign policy and communicate it through professional public diplomacy services	Process Owner: Strategic Communication and Media, Research, Analysis and Speech-writing Draft speeches and communication strategy documents	None	Non-cumulative	Annually	New strategic objective	On target	Public Diplomacy
To provide professional State Protocol services through the facilitation of state events, visits and diplomatic accreditation	South Africa as a member of the community of nations must adhere to the Vienna Convention and therefore the department regulates engagements with the resident diplomatic community, and provides protocol advice and support to different spheres of government	To provide protocol support to principals during official state events and to effectively implement the Diplomatic Immunities and Privileges Act	Process Owner: Protocol Ceremonial, Intergovernmental and Provincial Protocol. Protocol Ceremonial: Signed and approved schedule of events International visits for Provincial and Local governments: Approved and signed schedule of international visits	None	Non-cumulative	Annually	New strategic objective	Higher performance is desirable	State Protocol