DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

SERVICE DELIVERY MODEL









Department of International Relations and Cooperation (DIRCO)

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international relations & cooperation
Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA

STAY SAFE
PROTECT SOUTH AFRICA
TOGETHER WE CAN BEAT THE CORONAVIRUS

2030 NDP

DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

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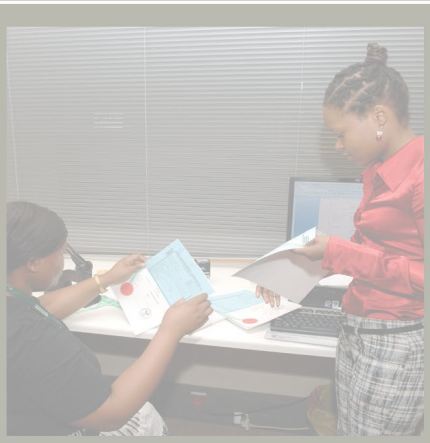









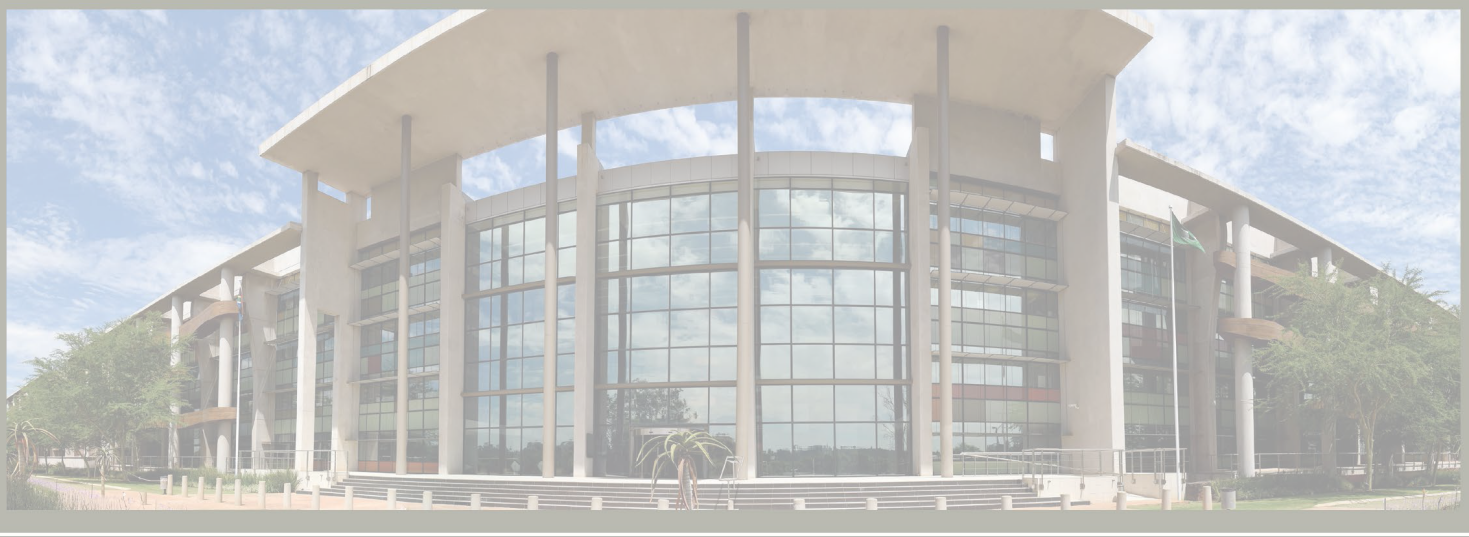

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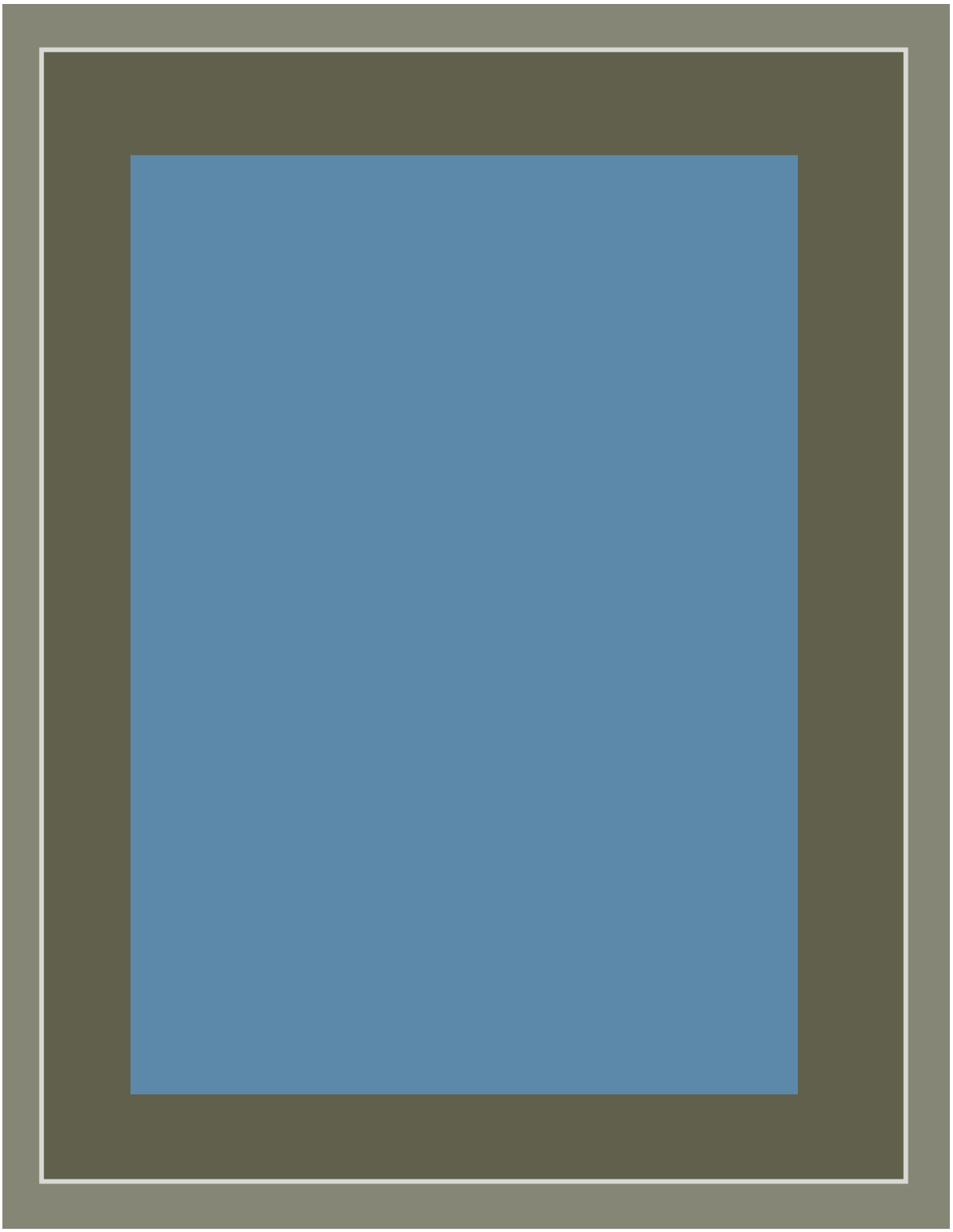


FOREWORD BY THE MINISTER



Dr GNM Pandor, Minister of International Relations and Cooperation

It is indeed my pleasure to present the Service Delivery Model (SDM) of the Department of International Relations and Cooperation. The execution of our international programme seeks to promote and support the achievements of our national imperatives. In this regard, South Africa's foreign policy draws on our country's domestic imperatives and affirms that the department is compelled to engage in foreign policy issues guided by the national interests in a manner that is compliant with the Constitution.

The modelling of service delivery gives us an opportunity to demonstrate to the general public the extent to which we contribute towards the realisation of our national interests. The SDM enjoins us to improve the quality of the services we render directly and indirectly to the public. We execute the mandate and pursue the objectives of this department in a multifaceted manner. In our bilateral and multilateral engagements with countries and institutions across the globe, we place the needs and the interests of South Africa, the African continent and the global South at the centre of our foreign policy.

We enter into agreements with our bilateral partners to create a favourable policy environment for South African government departments, the business sector and other institutions to collaborate with their counterparts for shared prosperity. Our work involves promoting South Africa as an investment destination of choice as well as carrying out the important service of investment aftercare through our diplomatic missions.

Similarly, our multilateral engagements provide us with important platforms to advocate for a world that is just and responsive to the needs of the poor and the vulnerable. We contribute to the pursuit of peace and prosperity at continental and global levels. The dynamism of our operative environment requires consistent communication to ensure that South Africans have a better appreciation of international developments and the impact thereof on their lives.

There are also direct services, which we render to the public at Head Office and through our missions abroad. These include, but are not limited to, consular support and immigration services. We execute these services in collaboration with relevant stakeholders to ensure that the members of the South African public receive efficient and effective service delivery.

SIGNATURE:	G.N.M. Pandor
EXECUTIVE AUTHORITY	**DR GRACE NALEDI MANDISA PANDOR** **MINISTER OF THE DEPARTMENT OF** **INTERNATIONAL RELATIONS AND COOPERATION**

DIRECTOR-GENERAL'S STATEMENT



Ambassador NN Losi, Acting Director-General of the Department of International Relations and Cooperation

The Department of International Relations and Cooperation (DIRCO) is committed to transforming itself into an organisation of excellence. This encompasses fundamental change in every facet of the organisation, including governance, policies, programmes and service delivery. These changes set the stage for the more profound change needed to fulfil the ultimate objective of the department.

Most critical now is for us to rethink how we respond to service delivery during the global crisis as a result of the COVID-19 pandemic. Moreover, we must also take into account the implications compelled by the Foreign Service Act, 2019 (Act 26 of 2019) for our operations, administration and the Foreign Service. It is, therefore, pivotal for us to be ready and have capacity with the shared vision and values to deliver on the Act and related regulations as we are required by legislation to take full responsibility for the duties assigned to us.

The Service Delivery Model is a key part of DIRCO's service delivery strategies that are aligned to the national service delivery machinery for effective and efficient rendering of services to the people of South Africa.

We will, consequently, be undertaking further work to redefine our business processes that emphasise digitalisation and set standards that we will be measured against, and develop a Service Delivery Charter and a Service Delivery Improvement Plan.

OFFICIAL SIGN-OFF

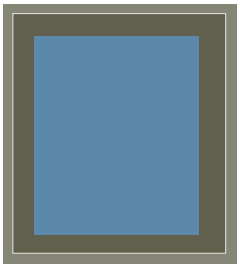
ACCOUNTING OFFICER	**AMBASSADOR NN LOSI** **ACTING DIRECTOR-GENERAL**	
SERVICE DELIVERY CHAMPION	**MS MC LOBE** **ACTING CHIEF OPERATIONS OFFICER**	

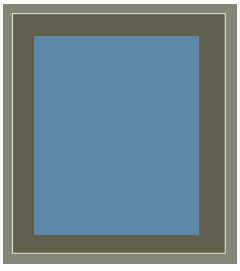
MEMBERS OF THE SERVICE DELIVERY FORUM

NAME	RANK	BRANCH
Mr N Shongwe	Director: Performance Management and Development	Corporate Management
Ms S Moosa	Director: Monitoring and Evaluation	Office of the Chief Operations Officer
Ms SJ Ramaboea	Director: Change Management and Service Delivery Improvement	Office of the Chief Operations Officer
Ms L Monene	Director: Organisational Development	Office of the Chief Operations Officer
Ms T Munzhelele	Director: Quality Assurance	Diplomatic Training, Research and Development
Mr N Socikwa	Director: Supply Chain Management	Financial and Assets Management
Ms I Pearce	Director: Financial Management	Financial and Assets Management
Mr M Khanyi	Director: Assets Management	Financial and Assets Management
Ms M Mamabolo	Director: ICT Service Desk	Corporate Management
Mr T Moeng	Director: Radio, Video and Televison	Public Diplomacy
Mr D Morule	Director: Development, Strategy and Legalisation	State Protocol and Consular Services
Ms N Mdledle	Director: Intergovernmental and Provincial Protocol	State Protocol and Consular Services
Mr P Naidoo	Director: Strategic Support Unit	Africa
Mr R Medhurst	Director: Strategic Support Unit	Asia and Middle East
Mr M Makhuvha	Director: Strategic Support Unit	Americas and Europe
Ms B Seerane	Director: Strategic Support Unit	Americas and Europe
Ms H Le Roux	Deputy Director: Strategic Support Unit	Global Governance

LIST OF ACRONYMS

APRM	African Peer Review Mechanism
ARF	African Renaissance and International Cooperation Fund
AU	African Union
BRICS	Brazil, Russia, India, China and South Africa
CAHOSCC	Committee of African Heads of State on Climate Change
CFO	Chief Financial Officer
DIRCO	Department of International Relations and Cooperation
DG	Director-General
DGF	Director-General Forum
DMF	Departmental Management Forum
DPSA	Department of Public Service and Administration
DTRD	Diplomatic Training, Research and Development
FSA	Foreign Service Act
FSD	Foreign Service Dispensation
IBSA	India, Brazil and South Africa
IORA	Indian Ocean Rim Association
ISO	International Organisation for Standardisation
OCOO	Office of the Chief Operations Officer
OCSLA (IL)	Office of the Chief State Law Adviser (IL)
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NAM	Non-Aligned Movement
PAP	Pan-African Parliament
PFMA	Public Finance Management Act
PSR	Public Service Regulation
PSCBC	Public Service Coordinating Bargaining Council
PSA	Public Service Act
SADC	Southern African Development Community
SADPA	South African Development Partnership Agency
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SOP	Standard Operating Procedure
WPTPSD	White Paper on Transforming Public Service Delivery





1. INTRODUCTION

1.1. The *White Paper on Transforming Public Service Delivery* (WPTPSD) (1997) emphasises the need for the Public Service to prioritise service delivery. Furthermore, the Public Service Regulations (2016) require that the executive authority, the Minister of International Relations and Cooperation, establishes and maintains an operation management framework, which will include:

- an approved Service Delivery Model (SDM)
- mapped business processes for all services
- Standard Operating Procedures (SOPs) for all services
- service standards for all services
- a Service Delivery Charter
- a Service Delivery Improvement Plan (SDIP).

1.2. The Department of International Relations and Cooperation (DIRCO) has revised its SDM for 2017/18, which expired in 2018. In addition, the review of the SDM stems from the introduction of a regulated Foreign Service that has implications for the operations and management of DIRCO and the Foreign Service, the organisational review process and the recommendations from the foreign policy review process.

1.3 The DIRCO SDM is aligned to the Department of Public Service and Administration's (DPSA) Operations Management Framework (2016). This SDM presents an opportunity to detail the nature, scope, extend and level of services that the department is deliverying within one consolidated framework. Furthermore, the SDM provides a framework for conducting and coordinating diplomatic relations at bilateral, regional and multilateral levels and managing and administering the Foreign Service.

1.4. Furthermore, and in line with the WPTPS, which provides a framework to enable national and provincial departments to develop the service delivery strategies, the DIRCO SDM is revised to continuously promote improvements in the quality of the services offered by the department.

2. BACKGROUND

2.1. The Ministry of International Relations and Cooperation, in accordance with its Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's foreign policy. Therefore, DIRCO's overall mandate is to work towards the realisation of South Africa's foreign policy objectives.

2.2. The *White Paper on South Africa's Foreign Policy* (2011) states that drivers and trends constitute the forces that significantly influence world affairs and will therefore play an important role in determining how South Africa conducts its international relations. Although DIRCO operates in an environment that is dynamic and influenced by national, continental and global conditions, in pursuit of the foreign policy objectives, the work of the department is dedicated to the implementation of South Africa's foreign policy as guided by the Constitution and its founding principles.

2.3. South Africa's major foreign policy objectives are narrated through the prism of the overall vision set for DIRCO in the National Development Plan (NDP) Vision 2030:

"In 2030, South Africa, informed by its national interests, is a globally competitive economy, and an influential and leading member of the international community. South Africa promotes and contributes to democracy, the rule of law, human rights, and peace and security, within a safe, peaceful and prosperous Southern African Region and Africa, as well as a fair and just world."

2.4. Successful foreign policy implementation requires that countries consider the ever-changing environment in which they operate. Cognisant of the intrinsic link between South Africa's national interests and Africa's stability, unity and prosperity, the country has placed the advancement of the African Agenda at the centre of its foreign policy trajectory.

2.5. The desired outcome of the SDM is the implementation of a comprehensive, efficient, effective and quality service delivery system, which will contribute to building a better South Africa, a better Africa and a better world. It is based on the principles of Batho Pele, and the constitutional, legal and international obligations that inform the mandate of the department in the provision of service. It is further envisaged that the model will assist to confront the challenges of service delivery that have been faced in the past decade. The revised SDM seeks to ensure the enhancement of closer working relationships between all stakeholders to achieve the common goal of "building a better South Africa a better Africa, and a better world".

3. RATIONALE FOR THE REVIEW OF THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION'S SERVICE DELIVERY MODEL

3.1. DIRCO, being the lead department in pursuit of South Africa's foreign policy objectives, needs to manage and coordinate the other domestic role-players contributing to the achievement of South Africa's foreign policy objectives. As a result, the Foreign Service Act (FSA), 2019 (Act 26 of 2019), assented to by President Cyril Ramaphosa on 26 May 2020, necessitates the adoption of new and innovative approaches to service delivery. The FSA provides for a single Foreign Service system for the country.

3.2. Although the FSA functions within the existing legislative framework governing the Public Service sector and the security services in the country, including the Constitution of the Republic of South Africa, the Act has implications for the operation and administration of DIRCO and the Foreign Service. The department is currently in the process of drafting the required regulations, codes and directives to enable implementation of the FSA.

3.3. International relations strategies are forged cognisant of country-based initiatives and the challenges and opportunities that arise from national, continental and global relations. This requires a set of strategies that position the country to effectively engage in global politics, trade and development with the requisite capabilities to manage multi-layered relations within the global political and economic architecture.

3.4. The review of SDM stems from the imperatives of the FSA, the organisational review process and the Foreign Policy review process.

3.5. The DIRCO Digital Strategy 2020 – 2025 acknowledges and reveal systematic and structural challenges in the department's information and communications technology (ICT) environment. The strategy seeks "to digitally transform DIRCO's business capabilities and automate business processes through ICTs to enable efficient delivery of the department's mandate in an innovative, smart, stable and secure manner".

4. LEGISLATIVE AND POLICY MANDATE OF THE DEPARTMENT

4.1. Legislative mandate

4.1.1. 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, 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 ministers and departments.

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

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

4.1.3. The Diplomatic Immunities and Privileges Act, 2001 (Act 37 of 2001) provides for the immunities and privileges of diplomatic and consular missions and their members, as well as international organisations. It enacts into law certain conventions, including the Vienna Convention on Diplomatic Relations, 1961 and the Vienna Convention on Consular Relations, 1963 and provides for matters connected therewith.

4.1.4. The African Renaissance and International Cooperation Fund Act, 2001 (Act 51 of 2001) establishes the 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 resources development.

4.1.5. International agreements (multilateral and bilateral) are 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.

4.1.6. The FSA, 2019 provides for the management, administration, accountability and functioning of a professional Foreign Service of the Republic of South Africa; provides for the operational requirements that are suitable and supportive of the operations of the Foreign Service in a global environment; and provides for matters incidental thereof.

4.1.7. The Public Service Act, 1994 (Act 103 of 1994) provides for the organisation and administration of the Public Service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the Public Service, and matters connected therewith.

4.2. Policy mandate

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

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

4.2.3. The *White Paper on Foreign Policy*, approved by Cabinet in 2011, assesses South Africa's foreign policy against the rising expectations of the critical role of foreign policy to meet domestic priorities.

4.2.4. The Foreign Service Dispensation (FSD) is implemented in terms of the provisions of Section 3 (3) of the Public Service Act, 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) and compensatory measures and other Foreign Service benefits at the missions.

5 MISSION, VISION, VALUES AND PRINCIPLES

5.1. Vision

DIRCO's 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.

5.2. Mission

DIRCO's mission is to formulate, coordinate, implement and manage South Africa's foreign policy and international relations programmes, and promote South Africa's national interest and values and the African Renaissance (and create a better world for all).

5.3. Values and principles

DIRCO adheres to the following values and ethos for service delivery derived from the Batho Pele principles as set out in the *White Paper on the Transformation of the Public Service*: Patriotism; Loyalty; Dedication; Ubuntu; and Constitutional Values (Chapter 10).

6. STRATEGIC OBJECTIVES

6.1 A modern, effective department with capable and skilled employees that is committed to the excellent execution of South Africa's foreign policy.

6.2. Leveraged bilateral, political, economic and social relations to achieve the objectives of the NDP and the Medium Term Strategic Framework priorities.

6.3. Increased foreign direct investment and contributed to economic growth in South Africa.

6.4. Increased regional integration.

6.5. Proponent of strengthening multilateral institutions through consistently upholding South Africa's principled positions.

6.6. United and politically cohesive continent that works towards shared prosperity and sustainable development.

6.7. South-South relations strengthened and consolidated in advancement of national and continental priorities.

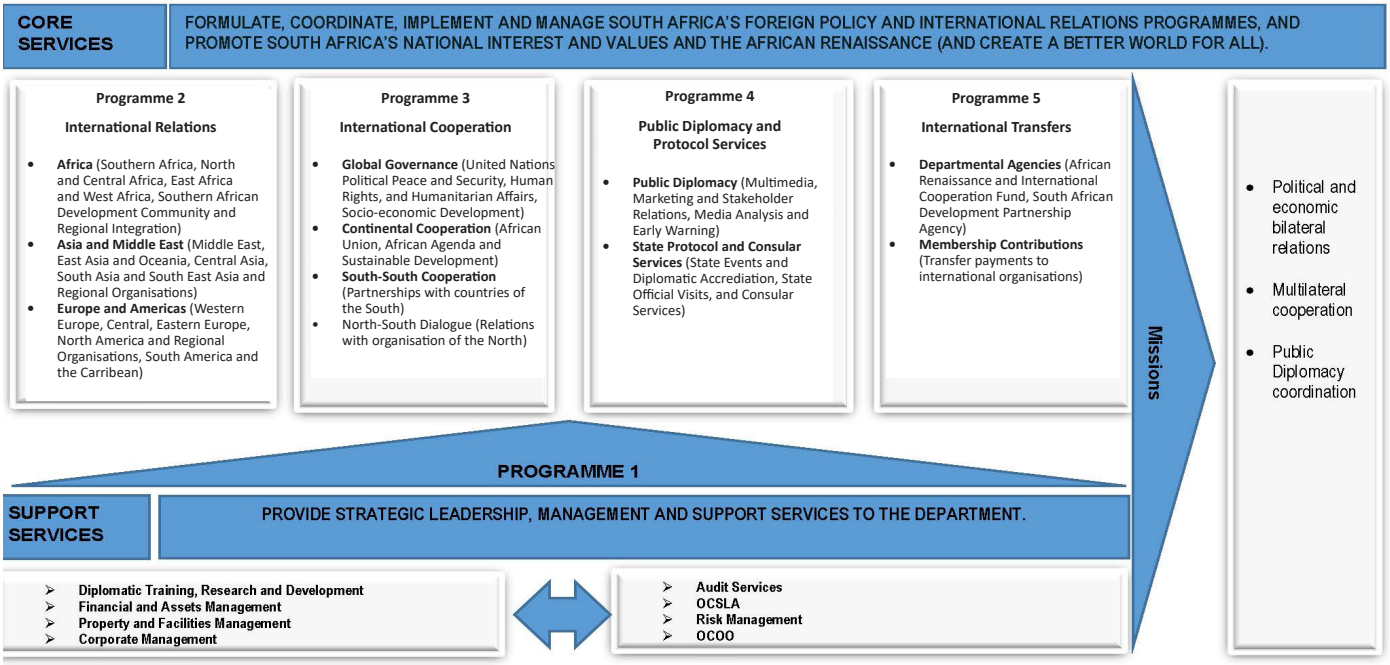
6.8. Relations with the North leveraged in advancement of national and continental priorities.

6.9. Domestic and foreign audiences informed of South Africa's foreign policy objectives and priorities.

6.10. Improved compliance with the diplomatic regulatory framework.

7. DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION SERVICE DELIVERY

DIRCO renders services through the five broad programmes of international relations. Collectively, these programmes provide a basis for greater efficiency and effectiveness in service delivery.



7.1. INTERNATIONAL RELATIONS

7.1.1. DIRCO facilitates the diplomatic relations between two states for advancing national priorities, as well as engagements in multilateral fora. It is through structured bilateral mechanisms that bilateral engagements are legalised and governed and the mechanisms are one of the most important and valuable foreign policy instruments to coordinate South Africa's positions and activities towards a particular country.

7.1.2. DIRCO coordinates and manages structured bilateral mechanisms for the entire spectrum of government-to-government relations and draws on the expertise of various departments, depending on the area of cooperation being pursued.

7.1.3. DIRCO coordinates and facilitates high-level political engagements in the form of official working visits. These visits are critical in ensuring that bilateral agreements are duly implemented, especially on sector-specific commitments and priorities such as political consultations, trade and investment, science and technology, etc. Furthermore, the engagements also assist with building closer bilateral cooperation at the highest political level. Most structured bilateral mechanisms and high-level visits contain an economic component through which South Africa's economic interests are pursued.

7.1.4. Notably, the coordination and facilitation of structured bilateral mechanisms are conducted through South Africa's global network of missions, which constitutes an important resource in the pursuit of economic objectives and the promotion of trade and investment in their respective countries of accreditation.

7.1.5. The bilateral engagement schedule is "typically" arranged in a synchronised manner that supports holistic decision-making and allows for effective coordination, implementation and expenditure.

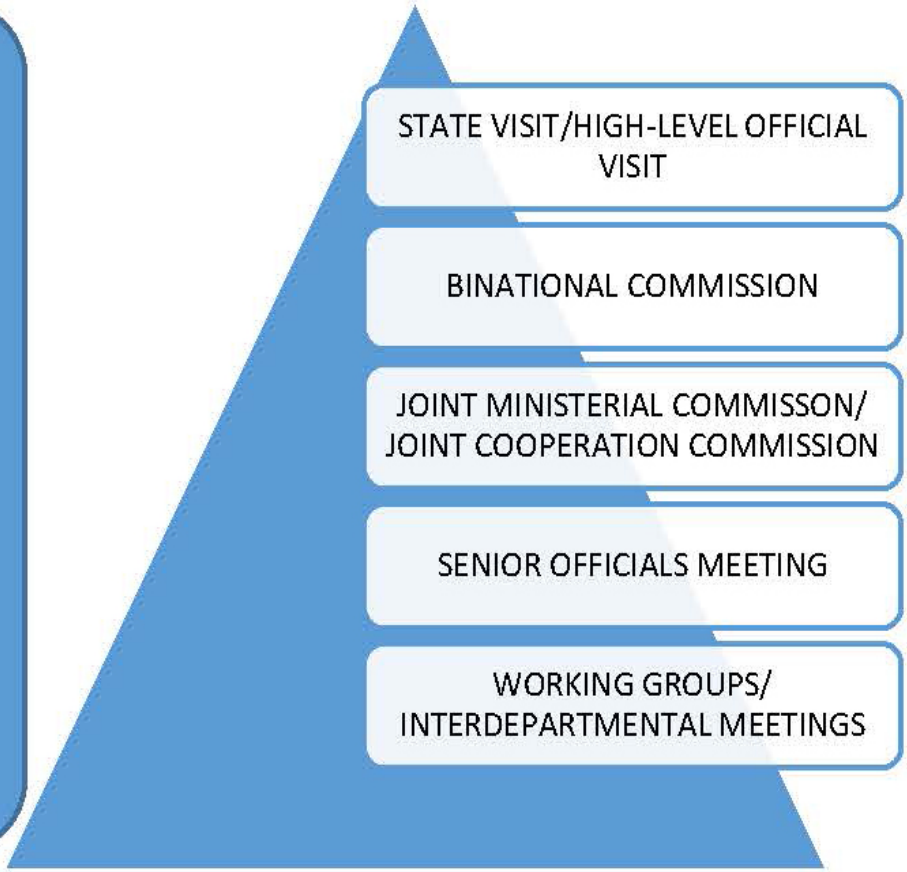
State Visit: An engagement between the two heads of state to assist in building bilateral cooperation at the highest political level.

Binational Commission: Forum led by the President/Deputy President focussing on all aspects of bilateral relations.

Joint Ministerial Commission (JMC): Focus on driving new proposals for cooperation forward and resolving matters that require additional ministerial level impetus.

Senior Officials Meeting: Coordinate and consolidate areas of common interest and present to the plenary of the JMC.

Working Groups/ Interdepartmental Meeting: Bilateral relations, multilateral cooperation and other international issues of common interests are established





President Cyril Ramaphosa and German Chancellor Angela Merkel address a press conference following a successful State Visit in 2020.

7.2. INTERNATIONAL COOPERATION

7.2.1. The department provides support in pursuit of South Africa's positions in all scheduled deliberations in the various organs of the United Nations (UN), African Union (AU) and Southern African Development Community (SADC) through identified processes, debates and resolutions, according to agendas and schedules of multilateral institutions (UN System, AU, SADC and its mechanisms); supports political principals at statutory and ad hoc AU summits and ministerial meetings; and hosts and provides support to the Pan-African Parliament (PAP).

7.2.2. The department enables the implementation of the *White Paper on Foreign Policy*, which stresses Pan-Africanism and South-South solidarity as central principles for the country's international engagements and hence the primacy of the African continent and SADC being an integral element of the country's foreign policy.

7.2.3. South Africa, through the department, has consistently pursued to strengthen Africa's regional and continental architecture, notably SADC and the AU, as vehicles for the regeneration of Africa and to contribute in building a continent that is free of conflict, poverty and underdevelopment. In this regard, South Africa has been at the forefront of efforts to strengthen and capacitate both SADC and the AU to more effectively address the challenges confronting Africa in an evolving and shifting global geopolitical landscape.

7.2.4. South Africa, through the department, is actively contributing to the maintenance of international peace and security, through involvement in mediation and conflict resolution efforts as well the deployment of peacekeepers to peacekeeping missions of the UN and the AU. DIRCO provides support to the Committee of African Heads of State on Climate Change (CAHOSCC) and the African Peer Review Mechanism (APRM) during AU engagements.

7.2.5. DIRCO facilitates the continued participation in formations of the South such as the Non-Aligned Movement (NAM); the G77 Plus China; Indian Ocean Rim Association; Caribbean Community; Brazil, Russia, India, China and South Africa; and India, Brazil and South Africa, which are part of the critical strengthening of South-South cooperation. Each of these multilateral bodies of the South has their own benefits for South Africa.

7.2.6. The department ensures that South Africa continues to cultivate strong political and economic ties with the countries of the North.



The Minister of International Relations and Cooperation, Dr GNM Pandor, delivering a statement at the United Nations (UN) Security Council Ministerial Meeting on Peace and Security in Africa, presided over by the Russian Federation, UN headquarters, New York, 2019.

7.3. PUBLIC DIPLOMACY AND PROTOCOL SERVICES

7.3.1 Through Public Diplomacy, the Government of South Africa informs its citizens and other stakeholders of issues relating to the country's foreign policy and its effect on the national interest. A diplomatic mission operating in a host country can provide an accurate update not only on foreign policy development but also on domestic economic and social policies that have bearings on interest.

7.3.2 DIRCO delivers a professional protocol service to the President, Deputy President, Minister and Deputy Ministers of International Relations and Cooperation, and provides an advisory service to all spheres of government on all matters related to protocol. This includes the facilitation of the arrivals and departures of dignitaries travelling in and out of the country. Services rendered are not restricted to summits and conferences hosted and attended by the President and the Minister only, but are extended to all national departments and foreign states.

7.3.3. DIRCO provides ongoing assistance to South Africans in distress abroad and legalisation services to members of the public i.e. preparing and issuing of certificates of authentication as well as Apostille certificates for South African public documents needed for use abroad.





Frontline offices at the OR Tambo Building, Pretoria, from where consular services are provided to the public.

7.4. INTERNATIONAL TRANSFERS

7.4.1. The department facilitates and coordinates the provision of South Africa's contribution with regard to membership of international organisations such as the UN, AU and SADC.

7.4.2 DIRCO ensures that South Africa's international obligations in support of a rules-based multilateral system, contributions to peacekeeping operations of the UN, meetings of state parties (parties to international treaties) of which South Africa is a member and in which South Africa participates and voluntary pledges that South Africa has made to international organisations for the purpose of humanitarian and technical assistance, are met.

7.5. ADMINISTRATION (Support Services)

7.5.1 Programme 1 provides strategic leadership, management and support services that enable the department to effectively and efficiently engage in its international relations activities.

7.5.2 Human Resource Administration and Development implements various pieces of legislation that govern Human Resources Planning, the Workplace Skills Plan and Employment Equity Plan.

7.5.3. The Office of the Chief State Law Adviser (IL) (OCSLA (IL) provides support to government by acting as the primary counsel on international law matters for the Government as a whole, and supports the effective administration of the department specifically through the provision of legal advice, legal services and assistance relating to all aspects of a legislative, operational and departmental nature at Headquarters and to missions operating in foreign jurisdiction and by managing the litigation cases against and by the department in South Africa and abroad.

7.5.4 The department develops a cadre of Foreign Service officers with the requisite knowledge and skills to advance South Africa's foreign policy. All training programmes delivered by the Academy are in line with the International Organisation for Standardisation (ISO), for both the Continuous Professional Development Programmes and three residential programmes. The Academy will facilitate the provision of mandatory training service to all members of the Foreign Service and the issuing of recognised diplomas or certificates after successful completion of the courses.

7.5.5 The Office of the Chief Information Officer provides office and business application support services to both Head Office and missions abroad. Taking into consideration the complex and dynamic global environment that the department operates in and to avoid interrupted service delivery in Head Office and missions, six ICT hubs were identified, capacitated with ICT specialists and operating from the missions abroad.

7.5.6 Property and Facilities Management coordinates the management services of state-owned and rental properties in missions abroad. As required by the FSA, DIRCO will take over the management of the international properties portfolio and provide management and support services on acquisition, disposal, lease or rental of immovable assets outside the Republic for use by the Foreign Service.



Diplomatic training session for SADC, CARRICOM and DIRCO officials, provided by Professor Markus Kornprobst of the Vienna Diplomatic Academy on 4 May 2019.

7.6 MISSIONS

7.6.1. DIRCO manages and coordinates at least 123 South African missions in foreign countries and at least 136 treaties and declarations and their associated multilateral and international organisations.

7.6.2. Diplomatic missions are the coalface of South Africa's international relations strategy. The missions' value chain is twofold: core component and support component at operational level. South Africa's diplomatic missions abroad coordinate and facilitate bilateral political, economic and multilateral cooperation and public diplomacy initiatives in the country of accreditation.



South African Embassy in Doha, Qatar.



South African Embassy in Cairo, Egypt.

8. STAKEHOLDERS AND BENEFICIARIES

Service receipients	Services to be rendered in accordance with the Foreign Service Act
8.1. The President 8.2. Minister and Deputy Ministers of International Relations and Cooperation 8.3. Partner departments and provincial departments 8.4. Judiciary 8.5. Legislature 8.6. Civil-society organisations (e.g. private sector, organised labour, NGOs, etc.) 8.7. Foreign missions resident in South Africa	Management, administration, accountabilityand functioning of a professional Foreign Service of the Republic of South Africa; to provide for the operational requirements that are suitable and supportive of the operations of the Foreign Service in a global environment; and to provide for matters incidental thereto

8.8. The implementation process will follow the DPSA 2016 Operation Management Framework: (1) Development of an Operations Strategy; (2) Development of Operations Design; (3) Conducting Operations Planning and Control; and (4) Conducting Operations Analysis and Improvement.

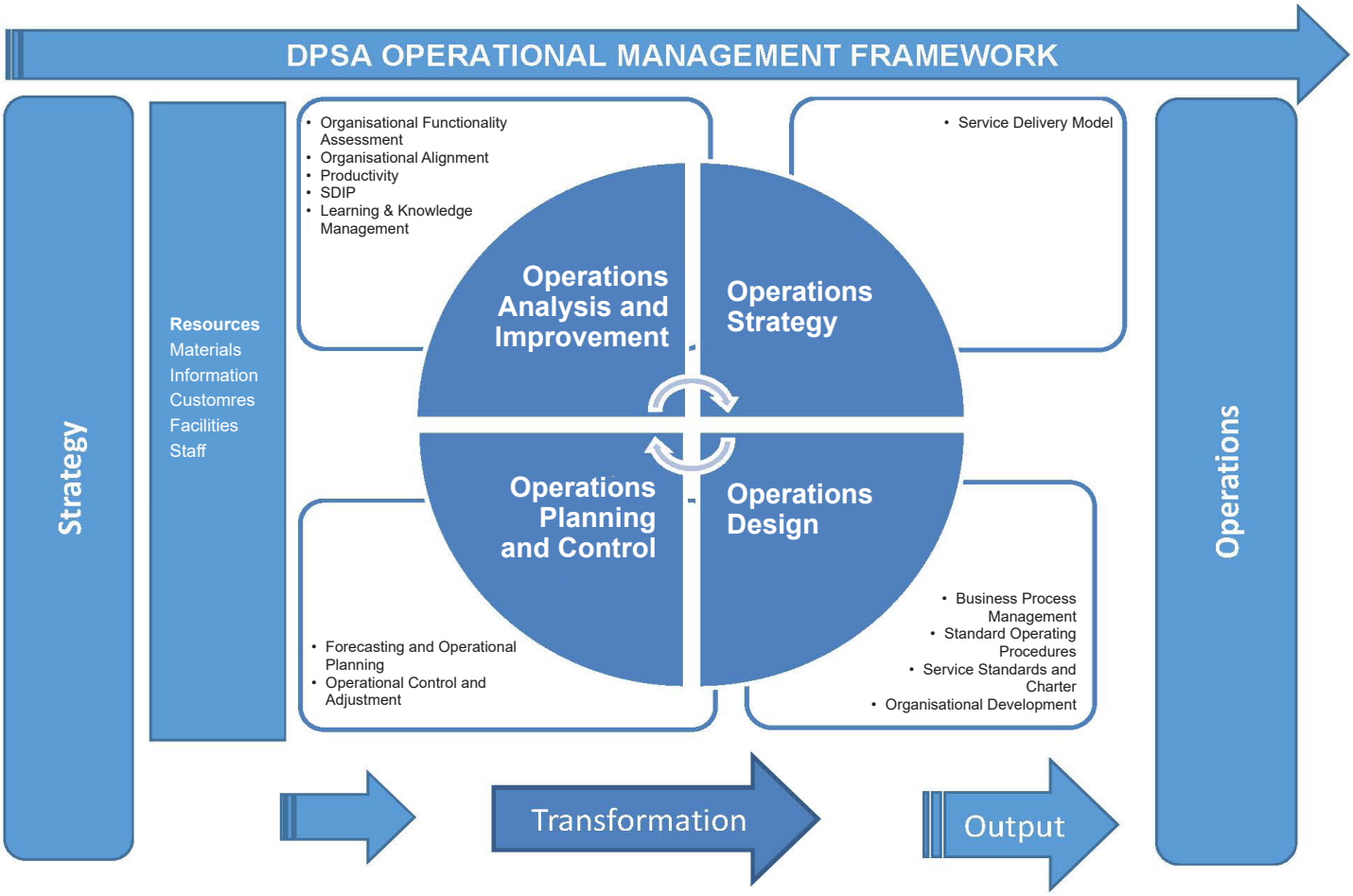
8.9. The completed SDM resides within the Operations Strategy quadrant. Next steps, as per the framework, include “designing the form, shape and processes, and is crucial to the operation’s activities”. This includes the development of business process maps and standard operating procedures aligned to the SDM and service standards defined within the Service Delivery Charter. In compliance with the ISO requirements, both the Diplomatic Academy and Consular Services have documented the standard operating procedures and mapped processes. This will be followed by operational planning, forecasting and implementation of operational controls and adjustments. The operational implementation is continuously monitored and evaluated in terms of productivity and organisational alignment with SDM improvements.

8.10. Tied to this process is the adoption of a clear change management plan, which will recommend a staged implementation to enable organisational realignment. Implementation of this must be accompanied by dedicated resources to drive sustained change management. Similarly, communication must commence early, be clear and be frequent in its delivery. It is therefore, pivotal to develop a change management framework to manage and incorporate changes that arose from the FSA and the revised SDM.

CHANGE MANAGEMENT FRAMEWORK



9. SERVICE DELIVERY MODEL APPROACH



9.1 To implement this SDM effectively, a range of human and financial resources through the application of a good financial management system, supply chain management, asset management, including the management of all immovable assets outside the Republic for use by the Foreign Service, risk and internal controls in line with the requirements of the PFMA and other infrastructural resources are required.

9.2 Public Service Regulations Section 38 stipulates that an executive authority shall establish and maintain a SDIP aligned to the Strategic Plan. In addition, the Director-General of DIRCO has appointed the Service Delivery Improvement Forum, which consists of senior managers representing different programmes of the department. Through the Service Delivery Improvement Forum, the department will develop an SDIP to provide a focussed approach to the continuous improvement of key services and products in line with the Batho Pele principles, which serve to ensure effective and efficient service delivery.

10. GOVERNANCE STRUCTURES

Departmental structures that enable the delivery of services in DIRCO:

10.1 Director-General Forum (DGF)

The DGF is chaired by the DG and members are the Deputy DGs (DDGs) of different programmes; Chief Audit Executive; and Chief Risk Officer. The DGF provides strategic and administrative guidance to the department and exercises leadership, integrity and judgement in directing DIRCO towards the achievement of its strategic objectives.

10.2 Departmental Management Forum (DMF)

The DMF is chaired by the DG and senior managers participate. It serves as a forum for sharing information and creating a clear line of sight and a sense of common purpose.

10.3 **Service Delivery Improvement Forum**

The forum consists of heads of the Strategic Support Units, Corporate Management, Financial and Asset Management and DTRD, and ensures continuous implementation, monitoring and reporting of the performance standards and service delivery of the department, thereby setting performance benchmarks and norms in respect of the SDIP and implementation of the Batho Pele principles.

10.4 **Budget Committee**

DDGs, as members, ensure that the departmental budget is aligned with the department's Strategic Plan and government priorities.

10.5 **Audit Committee**

The committee consists of seven external members and internal invitees are DDGs, Chief Audit Executive and relevant SMS members. The Audit Committee ensures that the department maintains effective, efficient and transparent systems of financial and risk management and internal control.

10.6 **Employment Equity Committee**

The committee conducts an analysis as prescribed by the Employment Equity Act: employment policies, practices, procedures, work environment and analysis of the workforce profile of each occupational category in order to determine the degree of underrepresentation of people from the designated groups in various occupational categories and levels.

10.7 **ICT Steering Committee**

The committee provides recommendations on review and provide oversight on ICT spending on projects; ICT project portfolio, including review; and recommends on project plans for significant IT-related business investments. It reviews and monitors risks associated with major ICT projects. It reviews and recommends to the DG and the CFO on significant ICT projects and ICT spend in alignment with budget allocations. The committee reviews, monitors and evaluates DIRCO's ICT achievements against the ICT Strategic Plan.

10.8 **Skills Development Committee**

The committee devises and implements workplace strategies to develop and improve the skills of the workforce and to provide ongoing and equitable access to training geared towards supporting work performance and career development.

10.9 **Departmental Bid Adjudication Committee**

The committee ensures the development of a sound and efficient procurement system by considering the recommendations/reports of the Bid Evaluation Committee, and then makes a final award or recommend to the DG.

11. REVIEW

The SDM does not seek to address broader policy issues, and as such, the review will be aligned to the planning processes. Therefore, the success of the model depends largely on continuous review and customisation to suit operational settings and the operational plan of the department.

