



*BRANCH: Diplomatic Training,
Research and Development*



international relations
& cooperation

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA



CONTENTS

The Branch: Diplomatic Training, Research & Development	1
Functions of the Branch	2
Quality Assurance	4
Knowledge Management	5
The Policy Research and Analysis Unit	6
Institutional and Stakeholder Cooperation	8
Training at the Diplomatic Academy	11
Portfolio of Programmes and Courses	13
Contact Information	26



THE BRANCH DIPLOMATIC TRAINING, RESEARCH AND DEVELOPMENT

WELCOME TO THE BRANCH: Diplomatic Training, Research and Development, which consists of two core business units, namely: The Diplomatic Academy and the Policy Research and Analysis Unit (PRAU).

VISION

To be the preeminent Diplomatic Academy and Research Analysis Unit that provides quality foreign policy research and training.

MISSION

The Branch is committed to promoting an informed understanding of South Africa's Foreign Policy, providing quality policy research and analysis and training in the field of Diplomacy.

PRODUCED BY:

*The Department of International Relations and Cooperation
Branch: Diplomatic Training, Research and Development*

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FUNCTIONS OF THE BRANCH

KEY RESPONSIBILITY AREAS

- Provide and facilitate quality responsive education and training
- Deliver Special Programmes
- Conduct research and analysis
- Collaborate and establish strategic partnerships with identified stakeholders
- Support the implementation of the African Agenda
- Ensure that quality is maintained in all its processes and systems in line with the requirements of the South African Qualifications Authority (SAQA) and credible quality assurance institutions
- Develop and manage knowledge management systems which will capture best practice and important lessons and also enhance innovative approaches.

OTHER ACTIVITIES

- Mentoring Programme – Ambassadors and other luminaries are invited to share their knowledge and experience with Departmental officials. The information presented is also captured onto the Knowledge Management Database to ensure that there is a recorded “institutional memory”

- Mentoring and Coaching Programmes are offered to officials in the various training programmes
- “Diplospeak” – A lecture series on current and significant world events and issues by local and international experts who are chosen for their insights into diplomacy
- Learnerships – structured work-based learning programmes which lead to an occupationally-related qualification registered by the South African Qualifications Authority. Available to people already employed by the Department and to unemployed youths
- Internships - structured, managed and occupationally-based work experience for unemployed graduates from Colleges, Technikons and Universities.



QUALITY ASSURANCE

THE BRANCH IS COMMITTED to quality and has developed and implemented a Quality Management System to manage the quality in the Branch. The Branch prides itself in quality management throughout its programmes and processes. Quality assurance is achieved through a set of activities that are carried out to set standards and to monitor and improve performance. The quality assurance system facilitates consistency, predictability, effectiveness and efficiency. These are the qualities which have earned the Academy the status of being a Centre of Excellence in the public sector in the diplomatic and international relations field, an Institute of Sectoral and Occupational Excellence (ISOE).

The accreditation scope includes:

- **National Certificate:** Mission Administration (48761) NQF level: 5
- **National Certificate:** Mission Corporate Services Management (64330) NQF level 6
- **National Diploma:** Diplomacy (64329) NQF level: 7



SABS
ISO 9001



KNOWLEDGE MANAGEMENT

THE DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION (DIRCO) has committed itself to being a learning organisation which is driven by systems, processes and culture which are aligned to knowledge management processes in order to harvest existing experience and knowledge in order to institutionalise individuals' memories. Knowledge management processes also create space for creating new ways of doing business, capture best practises and lessons from the various activities of DIRCO in order to enhance innovation and continuous learning.

THE POLICY RESEARCH AND ANALYSIS UNIT (PRAU)

THE MANDATE OF PRAU IS broadly to allow the Unit to focus on geo-strategic issues – political, security, social and economic – that could have an influence on South Africa’s Foreign Policy and its National Interests.

Over the years, the Policy Research & Analysis Unit (PRAU) has become a catalyst for both internal and external debates on cutting edge issues of concern to foreign-policy makers. In this regard, it has become an interface between the DIRCO and similar structures in other Government departments, as



well as with academia/think-tanks and policy planners in the private sector. It also interacts with its counterparts in foreign governments, as well as with international think-tanks.

In addition to its primary functions, PRAU:

- Gives lectures on South Africa’s foreign policy to diplomatic trainees, outgoing Heads of Mission at the Diplomatic Academy, the South African National Defence Force outgoing military attachés and Joint Staff courses for Senior Officers;
- Conducts field studies on issues pertaining to South Africa’s foreign policy;
- Develops strategic papers and strategies on various aspects of South Africa’s foreign policy;
- Participates in various seminars of think – tanks around the country and abroad.

PRAU also carries out work focusing on the following research pertaining to gender issues:

- Audits South Africa’s contribution to gender mainstreaming in Africa and the world;
- Documents experiences of women Ambassadors from 1994 and beyond; and
- Facilitate capacity building workshops for women in Diplomacy

INSTITUTIONAL AND STAKEHOLDER CO-OPERATION

PARTNERSHIPS HAVE BEEN FORGED with international and national institutions and non-governmental organisations (NGOs) to enhance the branch's programmes. The Diplomatic Academy has signed various cooperation agreements (or entered into partnerships) with other governments, organisations and Diplomatic Training Institutes from Egypt, India, Brazil, France, Germany, UNITAR and the Democratic Republic of Congo (DRC). Currently, training programmes are ongoing in the DRC, Rwanda, Burundi and The Sudan.

Other areas of activity include:

- the exchange of information on programmes;
- the use of technology in training;
- joint research;
- participation in each other's training programmes; and
- identification and exchange of experts.

The partnership between the Diplomatic Academy and the United Nations Institute for Training & Research (UNITAR) provides specialised training in Conference Diplomacy & Multilateral Negotiation. Participants on this course include officials from the

South African government and diplomats from Southern African Development Community (SADC) countries.

The DRC Capacity Building Project is an ongoing project whereby the South African and the DRC's Diplomatic Academies jointly provide diplomatic training for DRC diplomats.

The Diplomatic Academy is affiliated to the International Forum for Deans and Directors for Diplomatic Training (IFDT). The Deans and Directors of institutions affiliated to the forum meet annually to discuss the latest trends in diplomatic practice. The Protocol on the African Chapter of the International Forum of Diplomatic Training was signed in September 2007 in Maputo by the African group. The first meeting of the African group took place in Kinshasa in June 2009.

Strategic partnerships are also being built with Universities, research and other institutions. The annual conference that provides a forum for dialogue for academics, Government departments, NGOs and other institutions is hosted by the Diplomatic Academy to enhance cooperation between DIRCO and its partners.

Orientation programmes and Diplomatic Protocol and Etiquette programmes covering various issues surrounding the Foreign Service and diplomacy are offered to officials (and their spouses) from National Government Departments who are posted abroad and to all others spheres of Government to enhance uniform application of SA foreign policy.

TRAINING AT THE DIPLOMATIC ACADEMY

THE DIPLOMATIC ACADEMY is an accredited training provider, accreditation number P21/0708/GP017 and therefore part of the broad quality assurance within the education and training environment as directed by the South African Qualifications Authority (SAQA). The Diplomatic Academy provides training and development for South African diplomats and officials involved in international relations work.

The Diplomatic Academy is committed to ensure the quality of service delivery, customer satisfaction and continual improvement. To this end it has developed and implemented a Quality Management System compliant to ISO 9001:2008 and is certified by the South African Beaurau of Standards (SABS).

The Diplomatic Academy is tasked with providing internationally benchmarked training programmes for the preparation of South African diplomats to function optimally on the global stage.

The primary aim of all training interventions is to produce diplomats that not only represent South Africa but also the aspirations of the African Continent. The Diplomatic Academy also contributes to the consolidation of the African Agenda through capacity-building projects in the field of diplomatic and skills training on the continent.



The following programmes form the core mandate of the Diplomatic Academy:

Residential training programmes are offered to diplomatic and administrative personnel and representatives of the South African Government who are stationed at South African Missions. These diplomats are moulded and equipped to address the challenges of building peace and security, reducing poverty and establishing good governance.

The Diplomatic Academy has standardised assessment requirements for admission to training courses. All internal candidates write an entry assessment that permits only the most suitable officials to enter the programmes. There are evaluations of assignments and coursework throughout the different modules which culminate in a final theoretical and practical examination. Upon successful completion of course work and the examination process, officials receive accredited certificates.

To accomplish the objectives of the courses, various training methods such as lecture-discussions, talks, simulation exercises, debates and meetings are utilised. The historical and cultural dimension of the courses is also introduced through visits to World Heritage sites and museums.



PORTFOLIO OF PROGRAMMES AND COURSES

MANAGEMENT DEVELOPMENT & LEADERSHIP

MASTERS DEGREE IN DIPLOMACY: A tailor-made degree in partnership with a University was introduced in 2008 to help consolidate the wealth of experience with the formal qualifications of officials in the Department.

HEADS OF MISSION ORIENTATION: This orientation and part training programme is offered to career diplomats and political appointees who are appointed as South African Heads of Mission. The programme is conducted before these officials depart to their countries of accreditation. It consists primarily of strategic policy briefings from various public and private stakeholders to assist and facilitate the work of Heads of Mission whilst they are serving abroad.

HEADS OF MISSION INTER-MISSION PROGRAMME:

The Department of International Relations and Cooperation introduced an inter-sessional Heads of Mission Orientation in 2009 for senior Heads of Mission on inter-mission transfer. This programme consists primarily of strategic policy briefings from various public and private stakeholders to update them on policy developments, if any, whilst they were abroad.

ADVANCED MANAGEMENT DEVELOPMENT PROGRAMME

(AMDP): This programme provides middle managers with competencies for the challenges facing senior management. Participants are recommended to attend the AMDP by immediate supervisors and must have (at least) a satisfactory performance assessment over a period of twelve months. The course content is based on the generic competencies of the middle management competency framework developed by the Department of Public Service and Administration, as well as a comprehensive training-needs analysis.

EMERGING MANAGEMENT AND DEVELOPMENT

PROGRAMME (EMDP): The programme addresses: Self-Management; Management Overview; Public Management; Communication; Customer Care; Quality Assurance; People Management and Project Management.

DIVERSITY MANAGEMENT: Display cultural awareness in dealing with customers and colleagues. Be able to manage diversity, stereotypes, labels, generalisation and perception.

FINANCE FOR NON-FINANCIAL MANAGERS: This is a five-day course aimed at middle managers. The course is pitched at NQF level 5 which is a post matric level.

LABOUR RELATIONS: To attain a workplace environment where the rights and responsibilities of employees, trade union representatives and management are respected and there is

open and co-operative engagement on all workplace issues; and the promotion of fair, flexible and productive employment practices in the Department.

MENTORING AND COACHING: Organisational perspective on mentoring, accelerated development of potential, implementation of mentoring, mentoring techniques and profile analysis. Understand the process of coaching.

MONITORING AND EVALUATION: Evaluation explains what evaluation is and what is evaluated during training. Evaluation is to assess the strengths and weaknesses of the training activity. Feedback and suggestions are needed for improvement. Monitoring should be done continuously, observing the activity, identifying the challenges and taking corrective measures at an early stage.

PROJECT MANAGEMENT: A four-day programme for managers in the public sector (project managers and project team leaders). It is offered at NQF level 5(post matric) or 6(Bachelor degree). The course aims to give participants an understanding and application of the philosophy, principles and techniques required for the planning and management of any kind of project.

SUPPLY CHAIN MANAGEMENT: Course on the integrated public sector financial and supply chain management environment. It identifies and defines important concepts, role players, mandate, elements and outcomes of supply chain

management, an overview of the tendering process, legal empowerment, delegated powers, types of offers and contracts with the emphasis on asset management.

TOTAL QUALITY MANAGEMENT: It equips officials with skills for improving performance through better planning, management of people and the processes they follow. It outlines the importance of performance measures whereby commitment to quality and meeting customer requirements through communication of the quality message and recognition of the needs to instil a quality culture at the Department.



DIPLOMATIC AND MISSION ADMINISTRATION TRAINING

NATIONAL DIPLOMA: DIPLOMACY (64329) NQF LEVEL: 7:

Requisite programme to be successfully completed by all line-function officials before being considered for a posting. The course includes practical training, research projects, simulation exercises, interactive lectures and presentations, team work, peer review, mentoring and coaching.

COUNSELLOR PROGRAMME: A specialised course for DIRCO officials of the rank (normally Counsellor) immediately below the Head of Mission.

CONFERENCE DIPLOMACY & MULTILATERAL

NEGOTIATION: Offered to political line-function officials specialising in the multilateral arena. It is held in conjunction with the United Nations Institute for Training & Research (UNITAR) and officials from partner departments and SADC Governments are also invited to participate.

E-LEARNING COURSE ON CONFERENCE DIPLOMACY AND

MULTILATERAL NEGOTIATIONS: An E-learning Course on Conference Diplomacy and Multilateral Negotiations is offered in partnership with UNITAR and the Mexican Foreign Service Institute.

NEGOTIATION SKILLS: The workshop is held in conjunction with the United Nations Institute for Training and Research (UNITAR)

and is open to diplomatic staff of Permanent Missions/Embassies accredited to the United Nations Economic Commission for Africa (UNECA) and the African Union (AU), in particular diplomats who are relatively new to the multilateral working environment. This workshop aims at giving participants a general overview of various negotiation strategies, which can be implemented in the international arena.

DRAFTING RESOLUTIONS: The workshop is open to diplomatic staff of Permanent Missions/Embassies accredited to the United Nations Economic Commission for Africa (UNECA) and the African Union (AU), in particular diplomats who are relatively new to the multilateral working environment. The main objectives of the training workshop on drafting resolutions are to familiarise participants with the structure of United Nations resolutions and to provide them with a better understanding of the processes leading to the adoption of these resolutions and other conference outcomes.

NATIONAL DIPLOMA IN DIPLOMACY (CADET PROGRAMME): This one-year rigorous academic and practical training programme is offered by the Diplomatic Academy to young graduates to develop and groom future diplomats, with the aim of offering them employment in the Department of International Relations and Cooperation.

COURSE ON ECONOMIC DIPLOMACY: The course on Economic Diplomacy would be presented to partner departments,

as well as other spheres of Government. This would ensure that international outreach within the context of economic diplomacy is aligned to Government's short-, medium- and long-term objectives. The course is developed in partnership with the Department of Trade and Industry (the DTI).

PROTOCOL & ETIQUETTE: Offered internally and to all organs of Government and partner Government departments. It covers all matters relating to this age-old diplomatic practice and includes values and norms which are peculiar to South Africa.

NATIONAL CERTIFICATE: MISSION CORPORATE SERVICES MANAGEMENT (64330) NQF LEVEL 6: The Mission Administration Course (MAC) is delivered against a National Qualification. It is facilitated annually to internal officials from the level of Assistant Director upward. It is aimed at officials who would be posted as Corporate Services Managers. The content consists of an in-depth focus on Consular, Financial, Foreign Property, Expenditure, Revenue, Human Resources, Supply Chain and General Administrative Management. The duration is ten months plus a further three months of practical desk work.

NATIONAL CERTIFICATE: MISSION ADMINISTRATION (48761) NQF LEVEL 5: The content of this programme covers the same learning areas and delivery methodologies as that of the National Certificate Corporate Services Management, but is offered to officials at the level below that of Assistant Director.

The focus is directed at officials aiming to work as Administrative Attachés at South African missions. The duration is nine months.

REFRESHER COURSE FOR CORPORATE SERVICE

MANAGERS AND ATTACHÉS: This month-long training programme is offered to Corporate Services Managers and Attachés who have been posted to a South African mission. The programme is offered prior to their departure and contextualises the core functions of the Corporate Services Management at the missions.

REFRESHER COURSE ON FINANCIAL SYSTEMS

TRAINING: This short course is designed to respond to the key issues of expenditure management at South African missions. An experiential learning method is followed to ensure a comprehensive understanding of reporting and financial compliance requirements. The course is offered on a regular basis.

CONSULAR MANAGEMENT SYSTEM TRAINING: This course focuses on the Consular Management System (CMS) which automates all consular work, records consular cases and serves as a central database for consular reporting. The training focuses on emergency management, Registration of South Africans Abroad (ROSA), management of deaths of citizens abroad, managing detained persons abroad, management of legal processes, determination of citizenship and case management.

COMPUTER APPLICATION TRAINING: Practical and interactive training on all the Microsoft Applications is offered throughout the year. Department-specific computer applications, e.g. Official



Communicator, Hardcat, Mission Cashbook System, amongst other are offered on a regular basis.

MISSION PREPARATION FOR PARTNER DEPARTMENTS AND SPOUSES OF OFFICIALS:

The course is for officials from Government departments who are posted to missions. It covers various issues surrounding the Foreign Service and diplomacy.

FOREIGN LANGUAGE TRAINING: Full-time training in Arabic, English, French, Portuguese and Spanish are available. To equip officials posted abroad with the language proficiency required to participate effectively in foreign environments. Ad hoc training is provided for all transferred officials in the languages of the countries they are posted to. Accelerated French language training has been identified as a priority in the DIRCO. All transferred officials are expected to reach A2 level by the end of their posting cycle.

FRENCH: The main objective of the courses is to provide French for International Relations. The courses are set out in the following way: Regular Courses level 1(basic) up to level 4(intermediate). The language unit also organises conversation classes for officials who want to maintain their French language knowledge. Ad hoc courses are also presented to officials who are transferred to missions in francophone and other countries.

ARABIC, PORTUGUESE AND SPANISH: In the three in-house languages, Arabic, Portuguese and Spanish, the beginners course introduces the learner to the culture and provides him/her with basic survival skills in the new language. The follow-up course allows the learner to be exposed to real-life situations, and will enable him/her to communicate more effectively. Conversation classes, for advanced students, allow them to discuss current affairs and build on their language skills.

ENGLISH: The main programme offered in the English section is 'English for Diplomats', a programme aimed at empowering DIRCO officials with English language skills and Diplomatic correspondence. English language proficiency assessments are conducted on prospective Diplomats and Attachés.



GENERIC SKILLS DEVELOPMENT TRAINING

This section ensures that the environment in the DIRCO is conducive to learning and further development. It also ensures that the DIRCO complies with the relevant legal framework for skills development in South Africa.

ADULT BASIC EDUCATION COURSE (ABET): Basic education and training and the provision of life-long learning aimed at adults with very little or no formal schooling. ABET consists of four levels (level 1 – 4 which range from grade R to grade 9 on school level) Communication and Numeracy and includes: Problem solving skills, Time Management, Computer and Communication skills.

COMMUNICATION SKILLS: It addresses the basic principles of communication, organisational communication, use of language, oral communication, listening, self disclosure, body language and hidden agendas.

EMOTIONAL INTELLIGENCE: Understand the changing work environment and the skills required in the modern workplace, identify personality type and the impact this has on colleagues and work performance and understand what is meant by social maturity and the benefits of being socially mature.

FOUNDATION PROGRAMME: A 24-day course for all newly appointed employees that covers issues of Foreign Policy, Governance, Administration, Public Service Orientation and

Batho Pele principles, Self-Management, Communication, Financial Management (introduction to PFMA and Procurement), Planning, Diversity Management, Conflict Management, Project Management, Protocol and Etiquette and other relevant issues.

IN-HOUSE SECRETARIAL COURSE: All secretaries in the Department are expected to attend this course that teaches them the requirements of the work, e.g. telephone etiquette, time management, receiving visitors, meeting preparations, correspondence management, diary management, leave schedules and salary advices, filing, reprographics, booking an official car, fault reporting, typing and formats, Information Communication Technology and Telemetric, travel arrangements, Supply Chain Management (Ordering of stationery, asset management, VAS2s, quotes), Subsistence & Travel advances, claims and calculations, petty cash, commitment register, compiling a submission.

INTERPERSONAL RELATIONSHIPS: The course addresses the following: identification of types of relationships, displaying knowledge of self in relationships, the importance of communication in building and maintaining relationships, ways of managing interpersonal relationships, behaviour that destroys relationships, observing a group in action, interpersonal conflict, ineffective leadership, organisational barriers, openness and trust as well as communication challenges.

PROBLEM SOLVING: This programme addresses the following: emergence of problems, highlighting the problem, achieving the

desired results, devising solutions, the consideration of cultural issues and personality types when solving a problem.

STRATEGIC PLANNING: It helps organisations or officials to develop plans for a defined execution period e.g. one or two years, aligning the strategic plans to operational plans.

TARGETED SELECTION: A three-day course for junior, middle and senior management. To enable officials to recruit candidates who possess the required skill, knowledge as per advertised post.

TIME MANAGEMENT: Be able to create and maintain task lists, plan and organise for activities, prioritise, identify and control officials who do not spend their time productively.

TRAINING OF TRAINERS: Participants will gain knowledge of concepts and key terms related to the National Qualifications Framework (NQF) and the outcomes-based education and training, the competency requirements of education, training and development practitioners within the context of the NQF system and the skills development strategy.

NOTES

A series of horizontal dotted lines for taking notes, overlaid on a background image of a modern building interior.



