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**LEADERSHIP AND MANAGEMENT SKILLS RELEVANT TO THE
SOUTH AFRICAN DIPLOMAT IN THE GLOBAL CONTEXT: AN
OVERVIEW OF A SOUTH AFRICAN DIPLOMAT**

by

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Submitted in partial fulfilment of the requirements for the degree PhD in Public Affairs in
the Faculty of Economic and Management Sciences

UNIVERSITY OF PRETORIA

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JULY 2008



ACKNOWLEDGEMENTS

I should like to thank my supervisor Prof. Jerry O. Kuye for his guidance and invaluable advice in the supervision of this research project.

To my wife Mothepana and my children Karabo, Mpho, Mbuya-Nehanda and Moshe, thank you for your continual understanding, support and encouragement. You endured my absence while I was working on this project. I am indebted to you.

To my father, grandmothers, brothers and sisters thank you for believing in me and for your friendship and support.

To the late Peter Ngobese, my friend, boss and academic mentor, it was at his insistence and through his unselfish support that enabled me, even during difficult circumstances, to continue and complete this study.

I also owe my thanks to my colleagues in the Foreign Service who took the time, from their busy schedules, to complete the questionnaire. Their responses provided a valuable source of information and gave life and direction to this research project.

To all my colleagues off whom I bounced ideas, and especially to Monika Glinzler, I am grateful for all your support.

Johannes Monodowafa Mashaba

Pretoria, South Africa

2008



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DECLARATION

I hereby declare that the research report is my own, unaided work. It is submitted in partial fulfilment of the requirements for the Doctor of Philosophy at the University of Pretoria. It has not been submitted before for any degree or examination in any other University.

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ABSTRACT

The role that South Africa has played in international affairs has grown immensely since the first democratic elections that were held in April 2004. The country's commitments in international affairs are guided by its foreign policy which is based on ensuring an equitable share of global decision-making between the countries of the north and south, and the economic and social development of the African continent. These foreign policy objectives have created a lot of capacity challenges on the South African Department of Foreign Affairs (DFA) which is mandated to guide the formulation and implementation of South Africa's foreign policy. In this study, the South African's foreign policy objectives and its institutions responsible for implementing its foreign policy are discussed. Furthermore, the challenges that the country's diplomats encounter in the global context in the implementation of the country's foreign policy objectives are explored, especially the capacity required to successfully execute their mandate. The Foreign Service Institute (FSI), which is tasked with providing training to public administrators identified for Foreign Service, especially the content of its training programmes are the focus of this study. The data presented in this thesis are mainly derived from interview responses to a questionnaire that was developed for the purpose of this research study. The questionnaire was completed by individuals in the country's Foreign Service (FS) who attended the FSI training programme and have been assigned to their first posting. Findings of this study indicate that the FSI training programme, in its current format, fall short of achieving its intended objective of equipping South African diplomats with the relevant diplomatic skills that are necessary for the effective and efficient execution of the country's foreign policy. It is, therefore, recommended that FSI training programme be remodelled to address the actual challenges that the country's diplomats face and thus emphasise the development of a uniquely South African training programme. This study concludes with recommendations for the DFA action on the future development of a remodelled FSI training programme for the FS, with the aim of enabling the institution to address public administration skills required for the successful implementation of the country's foreign policy objectives.

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LIST OF ACRONYMS

ACCI	Australian Chamber of Commerce and Industry
AEC	African Economic Community
AGOA	Africa Growth and Opportunity Act
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
AU	African Union
B.C	Before Christ
BIS	Inter-African Bureau of Social Conservation and Land Utilisation
BNC	Bi-National Commission
CCTA	Commission for Technical Cooperation in Africa South of the Sahara
CIPFA	Chartered Institute of Public Finance and Accountancy
CFSI	Canadian Foreign Service Institute
CSA	Scientific Council for South of the Sahara
DFA	Department of Foreign Affairs
DFAIT	Department of Foreign Affairs and International Trade
DoA	Department of Agriculture
DPSA	Department of Public Service & Administration
DRC	Democratic Republic of Congo
DTI	Department of Trade and Industry
DTP	Diplomatic Training Programme
EEC	European Economic Community
Eskom	Electricity Supply Commission
ETD	Education and Training Development
EU	European Union
FDI	Foreign Direct Investments
FS	Foreign Service
FSDP	Foreign Service Development Programme
FSI	Foreign Service Institute
FTA	Free Trade Agreement

G8	Group of Eight Wealthiest Countries
G20	Group of Twenty Developing Countries
G70	Group of Seventy-Seven Countries
GATT	General Agreement on Tariffs and Trade
GDP	Gross Domestic Product
GEAR	Growth, Employment and Redistribution
GEF	Government Environment Facility
HIV	Human Immunodeficiency Virus
HRD	Human Resources Development
HRDSPS	Human Resources Development Strategy for Public Service
HRM	Human Resource Management
IBRD	International Bank of Reconstruction and Development
IBSA	India, Brazil and South Africa
IDA	International Development Authority
IGO	Inter-Governmental Organisations
IFAD	International Fund for Agriculture Development
IFC	International Finance Corporation
IIED	International Institute for Environment and Development
IMF	International Monetary Fund
INGO	International Non-Governmental Organisations
IRPS	International Relations Peace and Security Cluster
IT	Information Technology
ITU	International Telecommunication Union
JMC	Joint Ministerial Commission
LIC	Low Income Countries
LMC	Lower Middle Income Countries
MADS	Mediterranean Academy of Diplomatic Studies
MAP	Millennium Partnership for the African Recovery Programme
MFAAC	Mission Foreign Affairs Assistant Course
MIGA	Multilateral Investment Guarantee Agency

NAI	New African Initiative
NAM	Non Aligned Movement
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NP	National Party
NQF	National Qualification Forum
NSDS	National Skills Development Strategy
OAU	Organisation of African Unity
OECD	Organisation of European Community Development
PFMA	Public Finance Management Act
P.R. C.	People's Republic of China
PSC	Public Service Commission
PTA	Preferential Trade Agreement
RDP	Reconstruction and Development Programme
REC	Regional Economy Community
RENAMO	Resistencia Nacional Mocambicana
RSA	Republic of South Africa
SACU	South African Customs Union
SADC	Southern African Development Community
SADCC	Southern African Development Coordination Committee
SAMDI	South African Management Development Institute
SANDF	South African National Defence Force
SATT	Several Agreements on Trade Tariffs
SOP	Spouse Orientation Programme
TC	Trading Commissioners
UMC	Upper Middle Income Countries
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Economic and Social Council
Unisa	University of South Africa

UNITA	National Union for the Total Independence of Angola
USA	United States of America
USSR	Union of Soviet Socialist Republics
VC	Virtual Campus
WPPSTE	White Paper on Public Service Trading & Education
WRI	World Resource Institute
WSSD	World Summit on Sustainable Development
WTO	World Trade Organization

DEFINITION OF CONCEPTS

Preamble to Definition

For the purpose of this study, definitions and acronyms to be used in the context of this research report will be provided in this section. The following is a definition of concepts and acronyms that are used in this research report:

Extent

The research report establishes to what degree the FSI training programme has impacted positively or negatively on the ability of the country's diplomat to execute its foreign policy. For the purpose of this thesis extent will mean the negative or positive impact.

Institution of Foreign Policy Administration

Foreign policy administration is an institution or an organ of state created to coordinate, facilitate and implement its foreign policy. In South Africa, the Department of Foreign Affairs is mandated to undertake this function.

Foreign Service Institute

FSI is a training agency of the Department of Foreign Affairs established for the sole purpose of training officials identified for Foreign Service.

Training Programme

Training involves activities of learning undertaken to prepare a person for a job and the programme is a plan of undertaking such activities. For the purpose of this thesis,

training programme means the curriculum or syllabus used to train the country's diplomats for Foreign Service.

Relevancy

Relevancy means establishing whether what is done is in line with what needs to be achieved. In the context of this study relevancy means establishing whether the training offered by FSI to the country's diplomats adequately addresses the need.

Challenge

In the context of this thesis, challenge means the ability of the country's diplomats to execute their responsibilities in the global context successfully.

Facing

Facing means to look in a certain direction. Facing in this thesis means issues that may be encountered by diplomats in their work that may assist or hinder their ability discharge their responsibilities successfully in a global context.

Diplomacy

Barston (1997:1), defines diplomacy as merely concerned with advising, shaping and implementing foreign policy. Barston (1997:1) in elaborating the above went further stating that to undertake their diplomatic activities through formal and other representatives to articulate, coordinate and achieve set objectives of its interests using different method of communication (correspondence, private talks, lobbying, visits, etc.). For the purpose of this study, diplomacy means pursuing bilateral and multilateral relations with one or more governments for the purposes of social and economic development, peace and security through peaceful means by a government.

South African Diplomat

According to De Magalhaes (1988:19), diplomat comes from the Greek word diploma (diplo = folded in two and ma = object), the concept of a pure diplomat means an official who acts as an instrument of implementing a given foreign policy. South African diplomats, for the purpose of this thesis, will mean public administrators appointed to plan the implementation of its foreign policy, manage implementation of its foreign policy and evaluate the implementation of its foreign policy in their respective missions.

Global Context

Global context means issues or activities that are happening in the whole world and are impacting positively or negatively on South Africa's foreign policy implementation capacity.

Bilateral Relations

Bilateral relations mean diplomatic relations between two countries. For the purpose of this thesis bilateral relations will mean diplomatic relationship that South Africa has with other countries in pursuing its national interests.

Multilateral Relations

Multilateral relations mean diplomatic relations through representation and participation in intergovernmental organization and other institutions or associations of countries to pursue the national interests of a country.

Globalisation

Globalisation in the context of thesis means the integration of political and economic issues across sovereign states resulting in a negative or positive impact to individual state's social, economic and political environment.

North-South

North-South means developed and developing countries working together to resolve economic and political challenges facing the latter.

South-South

South-South means developing countries in the Southern Hemisphere working together to resolve their political and economic challenges.