Capacity Building in Diplomatic Training: Trends, Developments and Methodological approach

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Comparative Perspective on Diplomatic Training Institutes in the world: various models

Different names; same purposes?

- Diplomatic Institute/School/Academy
- Foreign Service Institute/Academy
- Graduate Institute/School
- (Training) Centre/Institute for Diplomacy

Classifications in Diplomatic Training Organizations

- Part of the MFA
  - Integrated in one of the MFA's Directorates
  - Separated unit
- Independent Foundation/Institution (with strong governmental links)
- University institutions
- Private organisations
- Within International organizations

International Networks in Diplomatic Training

- European Diplomatic Programme (EDP): Cross national training programme (EU)

- International Forum on Diplomatic Training (IFDT): global network

- African Charter of the IFDT

- ASEAN + 3 group

- Asia-Africa Group on Diplomatic Training

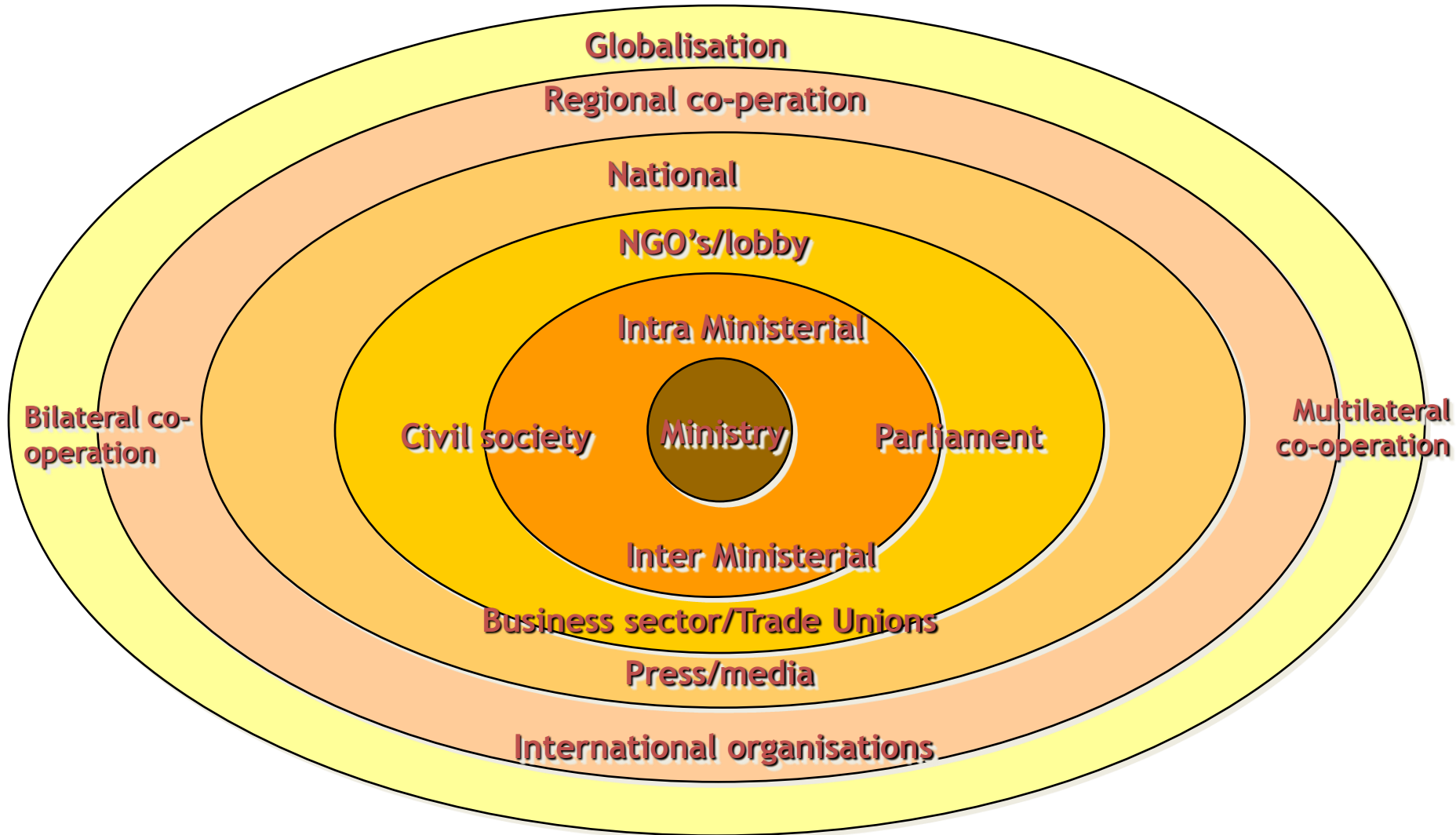- Bilateral agreements/Scholarship programmes etc.

Analyzing trends and developments in the diplomatic environment and their impact on diplomatic training: some examples

- Changing relationship between Ministries of Foreign Affairs and Other Ministries

- Changing perspectives on the relationship between bilateral and multilateral diplomacy

- Hybride diplomacy: traditional and virtual diplomacy

- Changing impact of non state actors in diplomacy

- Changing communications with civil societies

Changing Diplomatic Environment

- New international (sustainable) agenda calls for integrated view on policy dilemma's

- Impact of information technology and social media: digitalisation of diplomacy

- Importance of network diplomacy

- Rationalisation of working processes: more accountability demanded

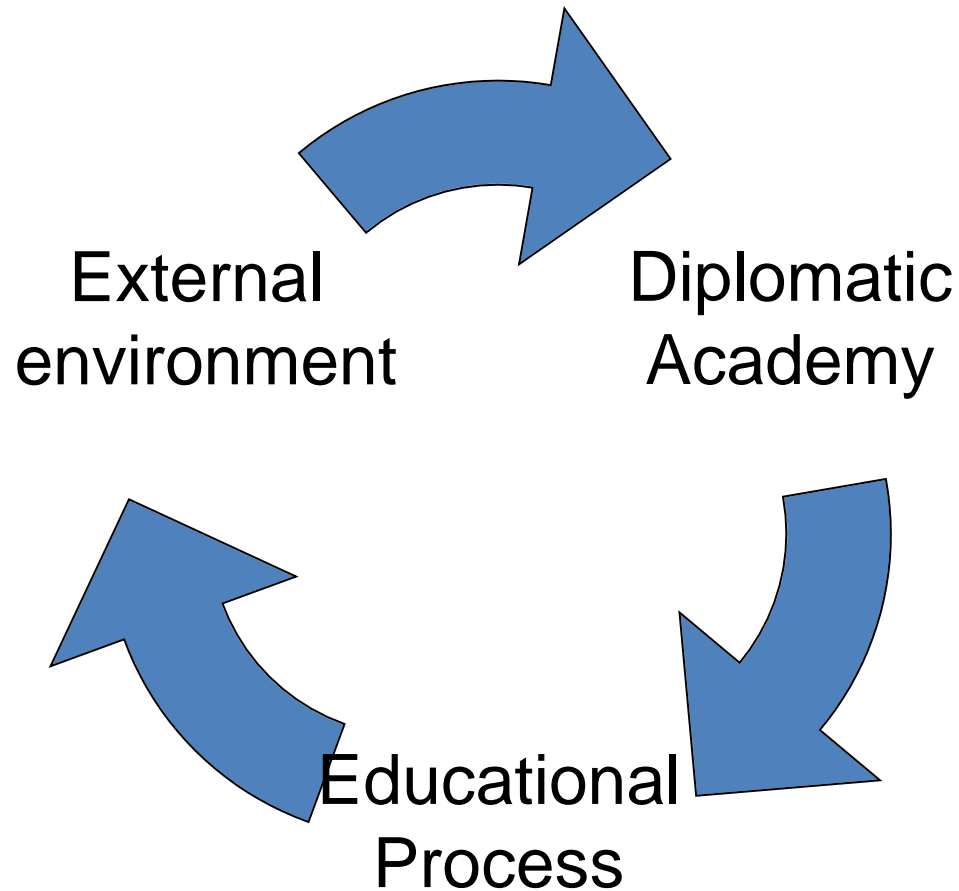- Public versus private diplomatic services?

Foreign Political Environment and Spheres of Influence

Globalisation

Regional co-peration

National

NGO's/lobby

Intra Ministerial

Bilateral co-operation

Civil society

Ministry

Parliament

Multilateral co-operation

Inter Ministerial

Business sector/Trade Unions

Press/media

International organisations

Consequently:

- Diplomats have to be better prepared for tactical policy co-ordination and networking

- Emergence of "fast diplomacy"

- Impact of Competence Management in HR of Ministries of FA

- Preparing for dealing with multidisciplinary stakeholders and policy dossiers

Diplomatic Training in Perspective

Continous process: the changing diplomatic environment requires a permanent update of diplomatic staff's competences

"Education Permanente"

Trends in the Development of Diplomatic Training Institutes

1990	2015	2030
→	Less academic education, more professional training	?
→	Inclusion of other groups for training	?
→	Relationship with MFA changes	?
→	Upgrading the prestige; diplomatic training as a tool in foreign relations	?
→	Diplomatic environment more complex; more collaboration and networking with stake holders needed	?

Comparative perspectives on Diplomatic Training

- In house training versus outsourcing
- Career training versus specific training
- Training on the job versus fulltime training
- Diplomatic versus technical training
- National versus multinational training

Diplomatic training as a tool in foreign policy and public diplomacy

- Promoting the dialogue between countries and societies

- Building networks

- Team building

- Instrumental for regional cooperation and peace building

- Nelson Mandela "Education is the most powerful weapon which you can use to change the world" – Training future (ANC) diplomats for South Africa

Capacity Building: Actions to Support the Institutional Development of Diplomatic Training Organizations

Essential Themes in Capacity Building in Diplomatic Training

Institutional Structure and Management Development

Educational Process and Curricula Development

Communications and Networking Policy

Institutional Structure and Management Development

- Mission statement Diplomatic Institute
- Place within and outside the Ministry
- Linking education to career policies of the Ministry
- Scope of activities
- Organizational Structure
- Requirements: staff, budget, facilities

Educational Process and Curricula Development

- Strategic vision
- Training philosophy
- Needs analysis
- Designing and development process
- Recruitment policy of teaching staff
- Quality management
- Operationalisation
- Evaluation

Communications and Networking Policy

- Creating internal and external networks
- Stakeholder analysis
- Public information policy
- Information and documentation capacity
- Website development
- Digital learning environment
- Getting the message across one's own MoFA
- Alumni policy

Educational process in practice

- Priorities on targetgroups and courses
- Developing interactive diplomatic training
- Developing teaching materials
- Priorities on curricula development
- Instruction of teaching staff
- Assessment and evaluation systems
- Profile of junior, midcareer and senior diplomat and their required competences

Traditional versus interactive training

- Knowledge
- Teacher as expert
- Learning
- Facts

- Skills
- Trainer as example
- Doing
- Practice

Why using interactive training?

- Activate the student
- Motivate the student
  - Because it's more challenging
  - Because it's different
  - Because they have to prove themselves (visible element of positive competition)
- Brings the student into the flow of actual events and policy dilemmas
- Provide teamwork opportunities (often required)

Interactive training is the key to success in the training of diplomats

- Decide on the context

- Decide on the diversity of working forms

- Decide on the costs and input to realize interactive training

- Roleplay: creates a real time simulated environment

Designing interactive training

Your design should have the following elements:

- Subject

- Objective

- Method

- Structure

- Timeline

- Role of the teacher

Labelling Interactive Diplomatic Training

Simulation Negotiations Game	Debate Sessions	Panel Discussions	Case Study's
Interview Carroussel	Small Group Study's	Simulating a Press conference	E-learning
Workshop Political Reporting	Policy Paper Programmes	Expert Meeting	Reflection Sessions
SWOT Analysis	Scenario planning	Simulating working at an Embassy	Crisis Management Simulation

Evaluation techniques

- Feedback

- Assessment

- Coaching

- Facilitation

- Inter vision

- Reflection on learning effects