

CONTRIBUTION OF STAFF TRAINING ON THE PERFORMANCE OF UGANDAN
FOREIGN SERVICE OFFICERS: A CASE STUDY OF MINISTRY OF FOREIGN AFFAIRS,
KAMPALA UGANDA (2018 – 2022)

BY

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Declaration

I Katabira Yusuf do hereby declare that this proposal is my own original work developed with the guidance of my supervisor, and that it has never been submitted to any other institution for any award or publication.

Sign..... Date.....

Katabira Yusuf

Approval

I hereby certify that Katabira Yusuf wrote his research proposal under my supervision, and his the proposal id titled, “*Contribution of Staff Training to the Performance of Ugandan Foreign Service Officers (FSOs): A Case Study of Ministry of Foreign Affairs, Kampala – Uganda*”. I therefore, confirm his work and approve its submission for examination.

Sign..... Date.....

Dr. Russell Thomas

Dedication

This piece of work is dedicated to my family and relatives

Acknowledgment

I have the honour to express my sincere appreciation to my esteemed Supervisor, Dr. Russell Thomas for his guidance, insights and understanding in the course of this study and accomplish the final dissertation.

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Definitions of key terms

Diplomacy: Skill and activity of managing relations between different nations.

Diplomatic Missions: High Commissions, Embassies and Consulates.

Financial Resources: Money available to an agency to carry out its work programmes.

Foreign Policy: Strategies, decisions and actions for dealing with other countries.

Foreign Service: A diplomatic or professional service that manages foreign policy.

Knowledge: An individual's experiences, know-how or received wisdom.

Knowledge Transfer: The process of translating knowledge into action.

National Interest: A country's long term goals, ambitions and aspirations.

Performance: How well tasks are accomplished within diplomatic frameworks.

Performance management: Creating work environment supportive of optimum performance.

Public Diplomacy: Initiatives and actions initiated by state and non-state actors, and harnessed by government to incite foreign and domestic publics.

Resources: Financial, technical and logistical facilities FSOs rely on to work.

Staff training: Systematic imparting of knowledge, skills and attitudes into staff.

Strategic Objectives: Long term goals that organizations or nations intend to achieve.

Training Mileston: Special training courses that are mandatory in one's career path.

Acronyms

ACP:	African, Caribbean and Pacific Group of States
AU-PSC:	African Union - Peace and Security Council
CHOGM:	Commonwealth Heads of Government Meeting
COMESA:	Common Market for Eastern and Southern Africa
DHRDP:	Draft Human Resource Development Policy
FSOs:	Foreign Service Officers
ICGLR:	International Conference on Great Lakes Region
IGAD:	Inter-governmental Authority on Development
LDC:	Law Development Centre
MoFA:	Ministry of Foreign Affairs
NDP:	National Development Plan
PSSO:	Public Service Standing Orders
PSTP:	Public Service Training Policy
SCT:	Social Cognitive Theory
SIP:	Strategic Investment Plan
SSFSC:	Scheme of Service for Foreign Service Cadre
UNDP:	United Nations Development Programme

Abstract

The Ministry of Foreign Affairs (MoFA) strives to promote and protect Uganda's national interests abroad through robust foreign policy implementation in a dicey, dynamic, demanding and competitive global environment. This study sought to examine the contribution of staff training to the performance of Ugandan FSOs. It examined the contribution of on-job training and off-job training to, and analysed the effect of resource availability and adequacy on the performance of Ugandan FSOs. Using a Cross-sectional Survey Design, the study was conducted at MoFA and its Missions abroad; with a sample size of 124 participants that included senior managers and FSOs, and covered the period 2017-2022. A standard questionnaire with closed-ended and open-ended questions and an interview guide with semi-structured questions were used to collect primary data. Documentary review was used to obtain secondary data. Quantitative data was analysed, interpreted and presented using the Statistical Package for Social Sciences (SPSS) while qualitative data was analysed thematically. The study registered 61% response rate and 100% interview coverage, and the findings were presented concurrently. The study established that MoFA variously utilised on- job training and off-job training to enhance staff performance, but with persistent challenges that need to be addressed to realise more benefits. That FSOs' training was adhoc, inadequate, poorly resourced and largely foreign-driven; which made Uganda's Diplomatic Service less productive, less rewarding and vulnerable. The study found that resource availability and adequacy contributed most significantly to the performance of FSOs followed by on-job training, with 0.682 and 0.108 levels of significance respectively. At 0.005, off- job training made non-significant contribution to performance. The study concluded that adequate resources, appropriate skills and relevant knowledge remained crucial to the performance of FSOs. The study recommended that MoFA should champion enactment of a Foreign Service Act to streamline its operations; negotiate appropriate reclassification and increased funding; improve staff remunerations; and establish a diplomatic institute to build sustainable internal capacity through tailor- made staff training programmes. Top management should lobby for a more favourable ratio for career officers to head Missions, and a significant scale-down on political appointments to lower ranks - in order to invigorate, promote and uphold

professionalism in Uganda's Foreign Service.