WE ARE FACING A REVOLUTION!
OUT OF COVID-19 CRISIS, OUR WORLD REQUIRES
A TOTALLY REINVENTED DIPLOMACY
SERVING THE COUNTRY’S DIRECT INTERESTS

This program was designed by the IUHEI Crans Montana Institute - associated to several United Nations Specialized Organizations and Experts of the Crans Montana Forum. It will be implemented in three parts, thanks to various videoconference sessions due to health requirements. It will give rise to contributions from renowned experts among them:

*(in alphabetical order)*

**Madame Irina Bokova**
Former Director General of UNESCO

**Monsieur Thomas Borer**
Former Head of the « Switzerland – Second World War Task Force »
and Ambassador of Switzerland to Germany

**Monsieur Herman de Croo**
Minister of State of the Kingdom of Belgium
Former Speaker of the Chamber of Representatives

**Madame Paola Dini**
Head of Protocol of the United Nations’ FAO

**Monsieur Aimé Clovis Guillond**
Ambassador of Congo to Switzerland
Permanent Representative to UN in Geneva and WTO

**Monsieur Omar Hilale**
Permanent Representative of the Kingdom of Morocco to United Nations in New-York
Former Ambassador to Singapour, New-Zealand, Australia and Indonesia

**Monsieur Nicolas Koutros**
Chief Executive Officer of Oberthur Fiduciaire SAS

**Monsieur Laurent Lamothe**
Former Prime Minister of Haiti

**Monsieur Stefano Manservisi**
Former Director General for Home Affairs of the European Union
and Ambassador to Turkey
Former Director General, Development and Relations with Africa, of the European Union

**Monsieur Calin Popescu Tariceanu**
Former Prime Minister of Romania
Former Speaker of the Senate and Minister of Trade and Industry
This Program is particularly intended for

a. Ministers of Foreign Affairs, Economy and International Economic Relations as well as their close advisers and Experts
b. Ambassadors and senior diplomats on duty
c. Young diplomats
d. Senior Government Officials in charge of national economic development and foreign investment
e. Advisors and Experts from the Governmental sphere

The world of the "post-coronavirus" era is no longer what we have known. It is an entirely new universe whose mutations impact both the life and social behavior of each individual as well as the relations between groups within a nation and the relations between states themselves.

This 2020+ health, economic, social and financial crisis, beyond the misfortunes it induces, may have had only one beneficial effect: to put a sudden stop to the obvious perversities of a blind, dehumanized globalization and of unbridled deregulation.

Beyond the economic, financial and social consequences which will be major, diplomacy between States, multilateralism and, more specifically, the role of diplomats are therefore and more than ever essential tools while being to be reinvented urgently.

From now on, the hoped-for wind of renewal is carrying with it dogmas, fundamentals that have become anachronistic, beliefs such as achievements and clichés, but also the outdated behaviors of a "world" system whose mold seems to be definitely broken.

The disastrous impact of the crisis sometimes blur the vision. Some States, facing understandable difficulties, are unfortunately closing their embassies and missions abroad, starting with Geneva ones. Many do not feel the fit between the high cost of maintaining such embassies and the concrete return that could and should be expected.

A diplomatic presence abroad is, however, an essential element in daily life, in international relations and in the image and prestige of each country.
Today, we must rethink the role of Ambassadors and ensure that they participate fully, not only in the management of the external political interests of their country, but also and in an operational manner in its economic representation and the defense of its concrete interests, among them the promotion of the Economy and Business.

Ambassadors must be given a leading role, essential not only for the international life of the country but also for its global development.

**indeed a government must obtain tangible and visible return from its missions and embassies abroad, especially because of the financial investment that they represent.**

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**FIRST PART**

**THE NEED FOR DIPLOMATIC PROACTIVITY**

**THE CHANGE OF PARADIGM**

We are entering, we have already entered a totally new era.

Everything suggests that this crisis will impact the world for a long time. The resulting changes mean that in diplomacy, anticipation must now be required as well as work, rigor and vigilance.

The diplomat must re-conceptualize his role in a new system of "interactions" without which international relations can no longer prosper.

As a central protagonist of a new approach to globalization, the ambassador must adapt to the requirements of a completely renewed framework for international relations.

- the balance of power is obviously anachronistic in the management of international affairs
- relations of vulnerability in interdependence are the basis of any ambition for balance and coherence on the international scene
- uncertainty becomes a constant as well as the total lack of visibility on the future and diplomacy must therefore become proactive
- simultaneously, budgets are tightening and each mission abroad must prove its practical utility and economic profitability – as an example, top political leaders now communicate directly with each other and the embassies channel is often overwhelmed at this level...
- the diplomat is now called upon to be part of analysis, imagination, reflection and resolutely operational action
SECOND PART
THE AMBASSADOR IS THE KEY ELEMENT OF A RENEWED MULTILATERALISM AND AN INTERNATIONAL PRODUCTIVE STRATEGY

The world is suffering from the collapse of multilateralism, a rise in national selfishness, a general withdrawal into oneself but also a radical change in the language and political communication between States and their leaders which makes international relations more difficult and often unpredictable.

The Ambassador must not only be constantly attentive to the world and the biotope to which he is accredited, but also be able, at any time, to relate his analysis to the defense of the interests for which he is responsible.

- the diplomat must constantly assimilate the multilateralist concept in order to refocus his daily action; his action must always take into account the fact that globalization has itself changed of paradigm. It is on the way to becoming more rational, humane and sustainable
- yesterday's logic of openness is followed by those of compromise and the pooling of special efforts for the general good
- the ambassador has a position and a role now very visible and exposed. He must behave accordingly and in particular focus on social networks and new information and communication technologies, now essential attributes of the diplomat who wants to be proactive
- the diplomat must get out of his embassy and broaden the network of his interlocutors, in particular to civil society, large companies and NGOs which have become key players and often decisive in international relations

THIRD PART
THE RAPID CHANGES OF THE AFRICAN CONTINENT ARE IMPOSING A NEW ROLE TO AMBASSADORS

Africa post-coronavirus crisis will be substantially different. This will be the continent where the most significant change in the paradigm of diplomatic action will be observed.

The real challenge for any African country lies in its ability to afford its own destiny, to consolidate its international credibility and to establish a real climate of confidence conducive to investment and development.

At the same time, real African solidarity is taking shape and ambitions of unity and the need for real resilience are on the continental agenda today.
• the African diplomat is one of the keys to overhauling the interaction at the continental level at a time when the strengthening of the African Union's instruments is a necessary accompaniment to this renewal
• it must live up to its responsibilities by transcribing into its action the demands of a renewed pan-Africanism and asserting itself through the rejection of outdated models, unjustified dogmatisms and bygone ideologies
• Africa must turn resolutely towards light, modernization, democratization, global integration, the revival of economies, the fight against inequalities and social disparities and the promotion of inclusive growth
• at the global level, African ambassadors have an essential role: to raise awareness of the continent and their country for their many progress and achievements rather than for the problems they face and seek to solve
• the African diplomat must be the real agent of communication of his country by penetrating the social, political and economic circles which can contribute to its development and its global integration
• The African ambassador must be an economic representative with a roadmap and specific goals to achieve in order to become a profitable and respected part of his national system.

« Bien sûr on peut (toujours) regretter la douceur des lampes à huile, les splendeurs de la marine à voile (et) le charme du temps des équipages... »
Général Charles de Gaulle, 1960

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The IUHEI Crans Montana Institute is an unchallenged Institution, established to serve the decision makers of (1) Government administrations (Heads of State and Government, Ministers and their Advisors) and the (2) national and international Business companies (Industry, Finance and Banking).

The IUHEI (Crans Montana Institute) is a Registered Trademark protected by law.

The Institute, which enjoys the benefit of the Crans Montana Forum’s 35 years of experience and reputation is a Swiss owned, based and managed Institution headquartered at the heart of Swiss Alps.

L’Institut qui travaille étroitement avec les principales Organisations Internationales, est un centre permanent de réunions, d’échanges et de partage d’informations de manière à faciliter la mise en œuvre des politiques avec un parti pris pour l’information et la formation continue de ceux qui concourent à la confection de programmes spécifiques. L’Institut travaille en partenariat avec la joint-venture de Financial Times et IE BUSINESS SCHOOL. De nombreuses hautes personnalités internationales, la plupart en activité, contribuent aux activités de l’Institut.

- CONTINUOUS EDUCATION FOR PUBLIC LEADERS
  The Institute, directly by organizing sessions or remotely by videoconference, provides public policy actors with the information and sharing of experiences required for the proper accomplishment of their mission.

- CAPACITY BUILDING MISSIONS
  The Institute has the capacity to organise missions of top Experts to such or such country on the occasion of technical seminars proposed to the civil servants of specialised ministries.

- SUPPORTING BUSINESS STRATEGIES
  A strategy based on Education and proposed by a neutral and renowned organization is certainly the most intelligent and effective way to promote the products and services of a company, given the academic support made necessary today by the progress of technologies.

- ENHANCING CORPORATE IMAGE AND REPUTATION
  The Institute offers special programs aimed at stimulating any type of process linked to Economic development and improving public governance, especially in the most sensitive countries. They represent a valuable and appreciated contribution made by the Companies and a real added value to the growth but also to the international integration of the countries.

- SPECIAL SESSIONS IN BRUSSELS OR CRANS-MONTANA (VS-CH)
  On a specific basis, the Institute will organise in Brussels specialised seminars open to the Experts of a (1) country, a (2) region or the stakeholders of a (3) sectorial branch.

Mr. Nasser Bourita, Minister of Foreign Affairs and International Cooperation of HM King Mohammed VI of Morocco is now seating on the Honorary Board of the IUHEI Crans Montana Institute.