



UNFOLD DIPLOMACY!

EUROPEAN
DIPLOMATIC
PROGRAMME

2020



Global Diplomacy Lab

The Global Diplomacy Lab (GDL) is a vibrant platform for exploring creative and more inclusive approaches to diplomacy. By connecting unusual partners and fostering dialogue among different networks, the GDL experiments with new ideas, uses them to build strategies and thus develops impact-oriented responses to global policy challenges.

www.global-diplomacy-lab.org

PREFACE

Given the challenging circumstances created by the global Covid-19 pandemic, it is more important than ever to foster cooperation between the European states, their common goals and visions for the future. “Together for Europe’s Recovery” – is not only the motto of Germany’s Presidency of the Council of the European Union, but also the overall motto of the first module of the 21st European Diplomatic Programme 2020/21, a training programme organised annually by the European External Action Service and the European member state holding the Presidency of the Council of the European Union.

Module I was held virtually on 17 and 18 September from Berlin, hosted by the German Federal Foreign Office. On these two days, 60 young diplomats and 35 training directors from EU countries and the EEAS came together virtually to follow the main aims of the programme: to create networks that promote a European identity and raise awareness of the European dimension of diplomacy beyond the purely national context.

The main part of the programme were three interactive training sessions facilitated by eight Global Diplomacy Lab (GDL) members who simultaneously provided three different thematic focal points in the broad field of multilateralism and civilian crisis management.

From the very outset, we knew it was a difficult time to stage international training. The challenge was to make the event informative, interactive and captivating despite the digital format. We wanted it to stand out in the long series of video conferences we have all experienced throughout this pandemic. Following the motto of European collaboration, the teams of the Foreign Service Academy and the Global Diplomacy Lab rose to the challenge.

The programme was not only a great opportunity for interaction between a large number of young diplomats but also provided a platform for jointly shaping the future of Europe. In this publication, we would like to present the content and dimensions of the training sessions and reflect the experiences of the young diplomats.



The 2030 Agenda and multi- stakeholder partnerships – Europe's recovery for global sustainable development

This session analysed how the global community can achieve the Sustainable Development Goals (SDGs) by 2030, despite crises such as the COVID-19 pandemic, and based on a cooperative, multilateral approach. It paid special attention to the role Europe and Europe's recovery from the pandemic play in this regard.

With only ten years remaining, it will be challenging to implement the 2030 Agenda and to attain the SDGs. In order to do so, it is essential for the global community to cooperate across geographical and sectoral boundaries, including in multi-stakeholder partnerships with business, state, civil society and other stakeholders. Yet such cooperation is inherently challenging. Awareness and training should support the young diplomats when implementing the 2030 Agenda and more broadly help them to cooperate effectively for global sustainable development in their future professional lives.

Central Question

How can the global community achieve the SDGs by 2030?

Susanne Salz is heading a project on multi-stakeholder partnerships to implement the 2030 Agenda at GIZ. She focuses on sustainable development and global governance.

Sabrina Schulz is in charge of government relations at KfW, Germany's national development bank, focusing on the finance sector's role in promoting decarbonisation and the SDGs.

*"In three different workshops,
we had plenty of opportunities
to question assumptions we had
made about the world and our
role as diplomats within it."*



Christine Ringer (Germany)
is a diplomat for the Federal Foreign
Office and is currently working in the
Directorate-General for Crisis Pre-
vention, Stabilisation, Post-Conflict
Peacebuilding and Humanitarian
Assistance. She holds a degree in
comparative literature and worked in
the cultural field prior to becoming a
diplomat.

How to be a diplomat at a time when communication – the core of our profession, one might argue – has become so much more difficult owing to restrictions to travel and in-person meetings? While I was grateful for the opportunity to participate in this year's European Diplomatic Programme, I have to admit that the prospect of two days of eight-hour video calls had made me a little weary in the days before the first module. Communication in group chats is just not the same, I thought. Well, I was quickly proven wrong.

In three different workshops, we had plenty of opportunities to question assumptions we had made about the world and our role as diplomats within it. It was precisely this personal dimension that stuck with me the most after the module. How are the person that I am and the experiences that I have made connected to the work that I do? In my case it led me to see my background in the Humanities as an asset for my work rather than as completely unrelated to my current position.

While being occupied by our own areas of expertise, there are rarely occasions to talk among colleagues about the impact of recent social developments on our own profession. That's why I found it so enriching to discuss topics such as implicit biases, the impact of trauma on societies and the ways in which we engage with memories of past conflicts with a group of European colleagues. The workshops reminded me how often we limit ourselves to a certain set of ideas about the world or our possibilities within it. Trying to imagine a different, more effective multilateral system in one of the exercises, we more or less became the people from Henry Ford's anecdote, only asking for a faster horse – not a car (or something even better). This highlighted the importance of creativity and exchange (with people from different countries but also from different fields) while addressing the challenges we are currently facing.

Talking about these issues closely related not only to our professional roles as diplomats, but also to our individual experiences aided the networking process – even on screen.

"The European Diplomatic Programme is extremely important in many aspects. It allows us to connect with colleagues from other member states, thus strengthening our unity and understanding of our shared ground, as well as our differences."



Kirsti Viljamaa
(Estonia)

It was a great pleasure and an honour for me to take part in the European Diplomatic Programme. The first module of the programme proved to be a wonderful opportunity to exchange ideas with fellow diplomats from other member states and gain valuable insight into fascinating topics, such as crisis prevention, transformative leadership and dealing with past conflicts.

I was most captivated by issues related to achieving the SDGs. Our lecturer Susanne Salz mentioned that these were originally drafted by Paula Caballero, a diplomat from Colombia. She and her colleagues worked long and hard to convince the UN to adopt these goals. I find it very inspiring how one person can contribute so much to making a change, and this also gives me more confidence in myself, my country, the EU as a whole and its ability to change the world for the better. Still, there is a lot of work to do in order to transform the SDGs from paper to practice.

The role of the EU here was also emphasised in a statement made at the opening session of the programme. I agree with the assessment that the EU must be at the forefront of implementing the 2030 Agenda. After all, if we don't do it, who will? I believe that the EU has already contributed a lot, as we have made the SDGs an integral part of our policies and continuously implement actions that deliver on the 2030 Agenda. There is of course room for improvement, for example, when it comes to environmental sustainability, but provided we stick together and uphold our shared values, we can do it. Let us be united in our diversity, as the EU's motto states.

Overall, I found the sessions very useful and would like to convey my thanks to the lecturers for the informative and interesting sessions and the organisers for this wonderful programme.

Marina Rudyak, Amara A. Igboegwu
and Stefan Cibian

Transformative leadership for successful crisis management and effective multilateralism

We see overcoming biases and the ability to connect to local realities in different cultural contexts as key ingredients for enhancing our ability to exert impactful transformative leadership at a multilateral level.

The workshop created an online experiential space where participants explored their perspectives on the multilateral system and its deficiencies. They discussed how biases prevent diplomatic decision-makers from finding optimal solutions and developed awareness of how to identify and cope with biases. That experience was the basis for co-creating alternative approaches to effective multilateralism through a scenario exercise. In the final part, participants explored meaningful ways to relate to other cultures, with a focus on the local cultures of their future postings. Together, all three parts of the workshop prepared participants to better understand intercultural dynamics in multilateral set-ups and to exert transformative leadership that is inclusive and stands a chance of having an impact.

Central Questions

What makes leadership in diplomatic and global setups transformative? Why are implicit bias and understanding local dynamics relevant for intercultural multilateral set-ups? How can the skills needed for transformative leadership in multilateral environments be trained?

Amarachi Adannaya Igboegwu is a diversity, equity and inclusion consultant, currently working in learning and development at the Norwegian Refugee Council.

Marina Rudyak is an assistant professor/post-doctoral researcher at Heidelberg University's Centre for Asian and Transcultural Studies and is also an independent consultant.

Stefan Cibian is the executive director of Făgăraş Research Institute in Romania, associate fellow at Chatham House and a lecturer at Babeş-Bolyai University in Cluj-Napoca.



“The insights we gained about effective leadership will undoubtedly prove very valuable in our future careers.”



Silke Van Den Haute (Belgium), works as a desk officer in the Directorate General Multilateral Affairs and Globalisation of the Belgian Ministry of Foreign Affairs, where she is responsible for the follow-up of several UN specialised agencies.

The COVID-19 pandemic has reminded us of the *raison d'être* of international institutions and cooperation. It has made plain that multilateral solutions are crucial if we are to overcome the many complex global challenges the world is facing at this time. In this context, it was very useful that one of the workshops in the first module of this year's European Diplomatic Programme focused on transformative leadership as a key prerequisite for successful crisis management and effective multilateralism.

Crisis also means opportunity, and the three trainers of this workshop, Marina Rudyak, Amarachi A. Igboegwu and Stefan Cician, encouraged us to explore ways of using the COVID-19 crisis to reinvigorate current multilateralism or even envisage an alternative system through a different kind of leadership. Based on their own background and vast experience in different intercultural settings, they explained how they see transformative leadership: a focus on inclusion and a willingness to facilitate change by building bridges between cultures, bringing different actors together and fostering constructive dialogue.

Transformative leadership requires empathy and the ability to recognise and overcome one's own bias. The trainers confronted us with our own implicit biases and the impact they have on us as individuals and more largely on the current multilateral system by means of cognitive tests such as the Stroop test. This test, where you have to name the colour of the words that are presented to you, indicates how quickly you can stop your natural response to a stimulus. In the engaging group discussion that followed, different participants shared their ideas on how we can challenge our beliefs and counter-balance our biases.

This workshop allowed us to reflect on the way we look at the world around us. The insights we gained from the trainers with regard to effective leadership will undoubtedly prove very valuable in our future careers.

"A thought-provoking experience."



Nóra Balogh (Hungary), Security Policy Officer in the Ministry of Foreign Affairs and Trade of Hungary. For two years now, she has been working on NATO issues. Previously, she worked in the field of cultural diplomacy. She speaks French, English and Russian.

In all honesty, prior to this module I had not been enthusiastic about the online format necessitated by COVID-19. But the European Diplomacy Programme 2020/2021 turned out to be a pleasant surprise: it was both thought-provoking and instructive, and I can say with confidence that it was a "cool" experience.

I really enjoyed the opening ceremony of the European Centre of Excellence for Civilian Crisis Management. Even though it was being streamed, it was exciting to be a part of this remarkable event. I found the three workshops captivating. I really liked the interactive parts, the icebreaking exercises, the role-plays in small groups and the association tasks. Kahoot.it, padlet, menti.com etc. felt like a community experience and so much more than just an online exercise.

Concerning the "Transformative leadership for successful crisis management and effective multilateralism" workshop, I found it interesting how diplomat colleagues view the obstacles to multilateralism. When we spoke about the types of implicit bias, I think we agreed that with better understanding, openness and broad knowledge of the facts we could be more aware and can fight our own prejudices.

The revelation of the icebreaking exercise of the "Dealing with past conflicts and ongoing emergencies for a stronger future" workshop was unexpected and triggered several questions in me: a picture of an old car or a deserted beach could have terrifying connotations for somebody if their friends or relatives suffered a tragedy on that beach. As I see it, the contextualisation of the facts is necessary even when it comes to the Dammrör War Memorial in Hamburg. The Tourists need to know that this memorial represents a certain era in history and is to be seen in that context.

Regarding the third workshop on the 2030 Agenda and global sustainable development, it was interesting for me how easily we can find synergies between different targets of the SDGs. The graphic recordings of the group at the end of this workshop were amazing.

I would like to thank the organisers, the excellent facilitators and the European Diplomacy Lab for this life-changing experience.

Dealing with past conflicts and ongoing emergencies for a stronger future

This session aims to present principles of conflict Management related to past atrocities. Social and political conflicts do not disappear from one day to the next: even after profound changes, the conflict of the past still has to be regarded as an “actor”. To achieve a resilient society, it is important to keep working on traumatic experiences and to be aware that present problems often arise from unresolved post-conflict situations. For example, descendants of the perpetrators during the Argentinian dictatorship are today working with civil society organisations to highlight the importance of memory, truth and justice.

To effectively respond to post-conflict settings, diplomats need to understand conflicts and to take responsible strategic decisions. In this training session, they will learn to take into account not only the interests but also the experiences and traumata of all actors. Multiple group exercises will cover role-play, conflict resolution and contested management re-interpretation. The participants will be able to assess opposing viewpoints from a mediation perspective, working with creative methods to analyse and resolve the situation.

Central Question

How to respond to and prevent future civilian crisis, in the spirit of seeking dialogue, countering distortion and safeguarding the historical record when working with post-conflict situations?

Banu Pekol is a fellow at the Institute for the Study of Human Rights at Columbia University. Her research combines conflict resolution and cultural management.

Julie August is a designer and art curator based in Buenos Aires. She forms part of the Women’s Museum Berlin and the Argentine collective “Historias Desobedientes”.

Vesna Teršelič is the founder and director of the Croatia-based human rights organisation “Documenta – Centre for Dealing with the Past”.

SOURCES

OF CONFLICTS

values
TRUTH
SOCIETY

FOCUS ON
BEHAVIOUR



ACTIVE
LISTENING

TABOOS

GRANDPA-
TELL ME...

ASKING
THE RIGHT
QUESTIONS



UNSpoken

CONFLICTS
CAN BE
CONSTRUCTIVE

3 IMAGES



lots of
HORRIBLE
HAPPENINGS
ARE JUST
NOT
TRACEABLE
ANYMORE...



PAST

ALTERNATIVE WAYS TO DEAL WITH THE PAST

→ ART



Stumbling Stones

GAP

FUTURE

INTER
ACTIVE
Exercise

TALK to THE
LOCAL WORKERS

GIVE THE ARTISTS
A VOICE

How WOULD YOU
HAVE ACTED?



DEALING
with CONFLICTS
& ONGOING
EMERGENCIES
FOR A STRONGER
FUTURE



INVITE THE FORMER
CULTURAL MINISTER

Key



NINJA MAS



• TRUTH COMMISSIONS
• TRIALS

• DEMONSTRATIONS

• VOLUNTEER PROJECTS

• CIVIL CRISIS
MANAGEMENT

DUE TO
PRESSURE

Civil Society



move it to
less
SOMEWHERE
VISIBLE

PUT ANOTHER
MONUMENT
RESIDES it

ASK THE
PEOPLE

INTER
ACTIVE
Exercise

WAR
Glorification?

MONU
MENT

How SHOULD
THAT BE
PRESENTED?



ROLEPLAY

WWW.SAUSCHNELL.COM

*“Sometimes, as diplomats,
we’re too rigid, and
this framework allowed us
to think outside the box.”*



Daniel Portero Guerrero (Spain)

The EDP has been a breakthrough in my routine as a young diplomat and a unique opportunity to share ideas and understand different points of view. The commitment of both participants and panellists resulted in an incredible atmosphere, despite current limitations. We were all ready to engage from the beginning, which resulted in very challenging sessions.

If I had to highlight one experience, I would say that the small group discussions were the main takeaway. It goes without saying that the lectures were of high quality and their insights were key to enriching our discussions.

However, the opportunity to hold discussions in a relaxed and confident way with colleagues from all over the EU was an unmatched experience. All the opinions provided the rest of us with first-hand experiences and valuable knowledge. It was an excellent opportunity to learn more about similarities and differences between us.

As an example, the workshop devoted to handling past conflicts was particularly interesting. How to build confidence among members of a society is one of the main challenges for a democracy. How to deal with our own past? How to promote democracy when faced with an authoritarian regime? There are no easy answers to such questions, and listening to others is sometimes the best way to question your own preconceptions and open your mind to different approaches. Adjusting the usual protocol when organising a reception may appear, at first glance, to be anathema, but it is sometimes the best way to send a message in defence of human rights. Changing the meaning or “resignifying” a monument may be a better alternative for remembering the past than tearing it down. We don’t always think about these alternatives. Sometimes we’re too rigid and this framework has allowed us to think outside the box and create innovative solutions. For all these reasons, this experience will help us all a great deal during our future career.

"The first EDP module was a great opportunity to get to know young diplomats from all over Europe."



Dennis (Germany) whose background is in economics and finance, joined the Federal Foreign Office in 2018 and is currently working in the European division on EU monetary and financial affairs.

Thursday, 17 September, 8:50 am: I was sitting in my apartment in Berlin, equipped with a pen and a freshly brewed cup of coffee next to me, in front of my laptop and intrigued about what to expect. A whole day of presentations, workshops and exchanges lay ahead. When we started, most screens were blank only displaying the name and country. I suppose everyone was a bit shy at the beginning but when asked to turn on the camera, I saw many curious and happy faces from all over Europe and beyond: one diplomat even joined from his Embassy in Uruguay.


One highlight from the first day was the opening ceremony for the European Center of Excellence for Civilian Crisis Management in Berlin. We all would have loved to attend the ceremony in person. Ultimately, we learned among others about approaches to stabilisation, crisis forecasting, and detecting our own unconscious biases. The day ended at 5 pm, leaving me exhausted but happy.

Friday, 18 September, 8:50 am again: A whole day of workshops and exchanges awaited us. At first, I was dubious whether they could be conducted efficiently online but once more my scepticism proved unfounded. The sessions were incredibly interactive and the time just flew by. In small breakout sessions, we simulated stakeholder Meetings to improve the implementation of the Agenda 2030 goals and discussed how to deal with past conflicts and ongoing emergencies. I again realised how important it is to study the history of a country or region if we are to understand current problems.

It took me and a Polish EDP delegate one and a half days to realise that we had met before in Brussels during a study visit as part of our diplomatic training. The (diplomatic) world is so small!

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EPILOGUE

Two overlapping teal circles of varying shades are positioned on the right side of the page. One circle is in the upper right, and another overlaps it from the bottom right.

The first module of the EDP demonstrated that diplomacy and multilateral networking have not been paralysed by the pandemic – online events can serve as effective platforms for fruitful debates and outcomes. People from all over Europe came together, they got to know each other, they got to learn about the topics of the training sessions, and they used this opportunity to chat, to debate, to cross-fertilise and to show their respect for one another. At the end of the day, this was desktop diplomacy at its best.

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