



MAEDI 21
Global diplomacy
for the 21st century



FOREWORD BY THE MINISTER

France is an independent country which is looked up to and listened to around the world.

It is one of the few countries to be a global player and to be recognized as such.

We are implementing this global diplomacy, which was designed to defend the global interests of France and its people, through four priorities:

- peace and security;
- organization and preservation of the planet;
- reorientation and revival of Europe;
- promotion and strengthening of France, so that our country remains an influential reference point on the international stage, a promoter of peace, protection, balance and progress.

To achieve this ambition at a time when the world is changing at an unprecedented speed, the Ministry of Foreign Affairs and International Development must naturally be able to adapt. Since my arrival, along with the President and the Government, I have undertaken many reforms to adapt our global diplomacy to the challenges of this century.

Extending the remit of the Minister of Foreign Affairs to international development, in particular foreign trade and tourism promotion, meets this requirement, as does the progress made in terms of influence, visas, crisis management and the organization of the Ministry. This must continue.

Such is the goal of the MAEDI 21 project which I am carrying out with you to make the Ministry of Foreign Affairs and International Development a truly 21st-century Ministry, i.e.

- modern and exemplary;
- an interface between France and the world, driving external action and ensuring its unity and coherence;
- working for a global diplomacy which can anticipate, take decisions, act and manage crises while helping to build the future of our country and our planet;
- in all its work, never losing sight of its duty of security and protection, which is a prerequisite for managing French diplomacy.

Together, we built this ambition throughout 2015 and it is together that we must implement it.

I would like to thank each and every one of you for your contribution to this project. I know that you are all committed to ensuring that the Ministry of Foreign Affairs is an institution which is firmly rooted in the 21st century, displaying the vision, ambition and values of our global diplomacy for all to see.

Laurent Fabius

The challenges and opportunities of the 21st century.

A more restricted future

Today, the world has a population of over seven billion. By 2100, this will likely grow to 11 billion, meaning a 50% increase in less than a century. Africa will account for one third of the world's population, its population having quadrupled. This demographic expansion will go hand in hand with massive population movements, both for good reasons (tourism, employment, etc.) and bad ones (trafficking, conflicts, etc.).

In this more populous world, the needs as regards preserving the planet, protecting resources and tackling climate disruption will be even more urgent.

A hyper-competitive future

Today, there are three European countries (including France) among the world's top six economies. The European Union remains the world's largest economic power, ahead of China and the United States. By 2030, Europe as a whole should still be among the top six economic powers, but no individual European country is likely to figure among them. By 2050, around 20 "emerging" countries will be among the world's 30 leading economies.

The future will increasingly belong to emerging countries. Asia will become the world's centre of gravity, with America to its east and Europe to its West.

In this globalized economy, economic interdependence will increase. It could also lead to greater imbalances. Economic hyper-competition will drive forward technological progress but will also fuel the temptation of protectionism and fiscal, environmental or social dumping. Competition will be everywhere, e.g. laws, societal models, cultural prints, affirmation of identities.

A more connected future

Since 2000, the number of Internet users has increased sixfold. Although still only 40% of the world's population has Internet access, this movement will continue to increase during the 21st century, particularly in Africa. Human mobility and exchanges (students, workers, tourists) will accompany this movement on an unprecedented scale.

This hyper-connectivity will lead to at least two requirements: being able to act and react instantaneously, as shown by how important social networks have become in forming public opinion; increasing contacts and partners as influential sub-state actors on the international scene continue to grow: NGOs and civil society, territories, businesses etc.

A future brimming with opportunities

Today, over 90% of global growth takes place outside Europe. Access to new markets is strategic for our economy and our businesses, which have a strong position in many sectors of excellence.

With the surge of the middle classes in Asia, Africa and Latin America, France will eventually have to accommodate 200 million tourists (as opposed to 85 million at the moment) and 500,000 foreign students (270,000 at the moment). All French citizens, at some time in their lives,

will be French people living or travelling abroad. In light of these challenges, many of our public policies will have to change.

A riskier future

From a “bipolar” world during the Cold War and then a “unipolar” world by the late 20th century, we have now moved to an “apolar” world: no country or alliance of countries has the necessary weight to meet all the challenges facing the planet. States no longer hold the monopoly on power. We are facing a genuine dispersal of power which benefits sub-state actors that are becoming increasingly influential on the international arena.

The world-wide interconnection between a multitude of players and phenomena will increase unpredictability and volatility. Having to deal with multiple crises will doubtless become the norm. Urgent action will permanently be required. Hyperconnectivity will finally end the separation between the inner sphere and the outside world. Turning inwards will never provide protection.

Given today’s crisis-hit, apolar, decentralized world, it is all the more necessary to overhaul the multilateral system dating back to World War II, to strengthen regional organizations and to define new mediation and conflict-resolution methods.

A future in which Europe must find its place

Today, the European Union represents 7% of the world’s population.

It is the world’s leading economic power and biggest single market. Its common currency, the euro, is one of the world’s major currencies.

It is recognized worldwide for the values on which it is founded and respected for its action: regulation of globalization and protection of citizens, conservation of the planet, solidarity through its development policy and its humanitarian action, peace and security with the rise of European foreign policy symbolized by the External Action Service and its civilian and military operations.

Europe represents an ambition which wants to become deeper, developing its instruments and policies and contributing to closer union between peoples.

But the EU is now at a crossroads.

Admittedly, it still provides major leverage for each of its Member States in order to have an influence in the world, to match the other major regional blocks and to protect its citizens, its economic and social model, its interests and its values.

At the same time, for many citizens, the European project is no longer self-evident: many question the future of the EU and its ability to meet the expectations for common challenges (growth, employment, migration, environment, security, etc.); others are tempted to turn inwards.

In the future, Europe will continue to unite its citizens and Member States around a joint project combining protection and ambition. It must remain a global player and develop the resources to exercise this power.

France and Germany will play a major role in the success of this endeavour.

A future requiring more collective action and points of reference

The dispersal of power and the complexity and unpredictability of the world will require new regulatory and organizational models to meet both global challenges and local crises. No single country or group of countries will be able to tackle these problems alone or to dominate the world. We will have a more open playing field. It will be necessary to define common objectives, build alliances and create solidarity and action networks.

In this world, France must remain a guiding global power, and it can do so provided it adapts its global diplomacy and the structure thereof to the realities of the 21st century.

* * *

Our common ambition: global diplomacy tailored to the realities of the 21st century

Our missions

France has always wanted to develop universal action, driven by its belief in its ideals, its values and itself.

This role can be carried out through four missions, recalled in the foreword:

- peace and security;
- organization and preservation of the planet;
- reorientation and revival of Europe;
- promotion and strengthening of France.

To carry out its missions, France is setting up global diplomacy, which is global in its geography, its scope and its range of instruments. It is one of the few countries to have all the attributes of power and influence, whether it be the weight of its economy, the influence of its language, culture and expertise, its military projection capacity, its role within international institutions, the wealth of its alliances and solidarity actions.

The challenges and opportunities of the 21st century are leading to a rethink in the way in which our global diplomacy and its tools are being run, so that it can remain useful and relevant in order to uphold and promote our interests and values, to protect the people of France and to be a force for balance and progress in the world.

Many reforms have already been undertaken since 2012.

The continued renewal of our global diplomacy in the 21st century will be achieved by increasing our external action, which must retain its consistency, unity and independence, and by closer contact with citizens, by being more than ever the international public service.

Renewing our global diplomacy

Around the world, France upholds and promotes the universal values of freedom, democracy, human rights, the rule of law and solidarity.

It is part of the international mobilization to provide joint responses to global challenges. It is a well-established and active member of international institutions, starting with the UN, and must become ever more mobile to support global governance initiatives and take part in new bodies. It must ensure that it is present in the new hubs for creating norms.

France's global diplomacy is also based on its universal presence. This presence must be redeployed to take account of the shift in the world's centre of gravity and the emergence of future powers. The new balances between state and non-state actors, especially the regions and major cities, must lead us to rebalance our presence between capitals and other cities/global hubs, which are called upon to be more active on the international scene and are increasingly interconnected. Many actions have been taken to this end, in particular since 2012. They must be stepped up and diversified so as to always allocate resources to our missions in the best possible way.

Maintaining a universal network also means being attentive to the diversity of the world in order to act more effectively and be able to offer solutions which will reflect expectations. The dramatic growth in digital technology means we must renew our means of monitoring, action, dialogue and communication.

Increasing our external action while ensuring its consistency and unity.

France is one of the few countries to have all the external action tools and to be able to combine them.

With its new remit, the MAEDI now has a full range of public external action policies. In order to be effective, and to increase the integration of our interests, the Ministry must mobilize all actors.

First and foremost is our family of operators, whose total staff numbers are almost equal to those of the Ministry. We must also work together with the other administrations. The new regions and cities are asked to play a larger role in promoting our economy and influence; we must work towards the same goal. The balance between State and non-State actors will again shift in the coming years, starting with large companies, educational and research institutions, cultural institutions and non-governmental organisations developing multinational action. We need to increase and consolidate partnerships with them.

The MAEDI will strengthen its leading and unifying role across all areas, including economic, cultural, political and solidarity issues, by drawing on and consolidating established coordination mechanisms, such as economic councils and influential councils.

In their countries of residence, the ambassadors serve as guides for our external policy and ensure its unity and consistency; the new mechanisms put in place or which will be developed will enable them to better exercise their roles of managing, running and coordinating all State services and operators abroad.

Embodying an independent, local diplomacy

In an uncertain and riskier world, it is crucial to maintain our independence and alliance networks.

Our independence, which is a rare commodity in the global geopolitical landscape, enables us to keep our initiative, not to be dependent on others to uphold our ideals and interests, to be flexible and mobile. Alliance networks allow us to broaden our action, to engage in global diplomacy with contributions from the different circles to which we belong: the European Union, the Mediterranean, Africa, etc. The circle of solidarity formed by Francophonie will play an increasingly important role due to the diversity and vitality of its member countries, the ever-increasing number of issues which it covers and the interest it raises.

Creating and managing these partnerships will require maintaining an active solidarity policy, which can be adapted to the changing actors, instruments and needs.

Digital technology increases and redefines the need for proximity. In the 21st century, people can potentially contact everyone via the Internet. Whether it involves monitoring, communication or the dissemination of culture and knowledge, we must rethink all our tools.

Our relationship with French people living or travelling abroad will be even more vital in a world where everyone is a potential player in international relations. Currently, over 2 million French citizens are living abroad and an increasing number of French people, at some point in their life, spend some time abroad, whether for study, work, research activities or leisure. Our global diplomacy will need to strengthen those links, in particular with young people, with the support of the representatives of French nationals abroad.

Better anticipating and managing crises

In an ever-changing world which is in permanent crisis, we also need to change our methods of time management, in order to better anticipate and respond more effectively to change. Similarly, we must reconcile the tension of the immediate emergency with the need to give due attention to long-term time management and the pursuit of our strategic interests. This is a challenge faced by all diplomatic services.

This tension between the short-term crisis and the long-term future of our interests involves rethinking our structures and operating methods, in an overall context of cost efficiency. This requires in particular more flexible organization and the need to work as a team to better anticipate and exploit experience and memory. We have learned from the many crises in recent years.

Bringing the ambition for France to Europe, and for Europe to the world

In the decades ahead, we will have to continue, more than ever, to focus our energy within Europe and for Europe.

The European Union is our main circle of solidarity, the condition on which our prosperity and protection is based, most often the relevant level at which to respond to the global challenges facing us and to better promote our interests and values.

France, together with Germany and other partners, has always fully encouraged the ambition for Europe and its project.

In the 21st century, we must step up our efforts in EU countries and institutions to further deepen the European project for its citizens and their protection.

We will also keep up our outreach and lobbying work to ensure that our interests are promoted and defended within the EU.

Synergies and complementarities between our embassies and EU delegations will have to be fully exploited in order to maximize our action: that of Europe and that of France through the full use of European leverage.

To achieve this ambition, at a time when there has never been stronger interaction between local, national, European and international levels, the Ministry of Foreign Affairs and International Development will more than ever have to fulfil its role as regards European affairs, which, through its diplomatic network in and outside Europe, through its expertise and negotiating experience, through its talent as a leader and unifier, will have to be capable of fully embodying France's ambition within Europe and for Europe.

To achieve this, close attention should be paid to human resource policy and training, as well as to the optimization of cooperation and complementarity between our network, the embassies of other EU partners and EU delegations.

* * *

We will not be able to fulfil this collective ambition for global diplomacy, adapted to the challenges of the 21st century, without the commitment of the women and men at the MAEDI, their sense of public service and working for common good, their skills and talents.

It must have the necessary resources to be fulfilled, within the framework of the Ministry's contribution to the sound management of public finances.

The aim of better allocation of resources will remain essential.

To realize this shared ambition and maintain the attractiveness of the unusual profession of diplomat, the MAEDI 21 project intends to create an ambition for each woman and man who makes up the richness of the Ministry.

Women and men at the heart of our project.

Values

The MAEDI's greatest asset is its staff, men and women united by their commitment to work for France's external action, whatever their status (permanent staff members, contract employees, locally-recruited employees). Together they form, we form, a working community which, despite being scattered around the world, holds shared values. A sense of the common good and public service, and the qualities which give them their strength: commitment, clarity, setting an example, competence and availability; but also the values which are specific to the diplomatic profession: a profession which in essence focuses on others and which requires courage, openness, attentiveness, awareness of the interests of France, an aptitude for dialogue and a sense of action. These shared values are essential in order to act as a catalyst for energies and talents. They must be preserved and enhanced.

Diversity and gender balance

We are rich by virtue of our diversity and gender balance, with a variety of backgrounds, skills, experiences and career paths. Alongside the necessary academic qualifications (knowledge of respective cultures, languages, history, law and economics), our recruitment and selection methods must respect professional equality and take full account of the personal qualities that can make all the difference when people are away from home or in crisis situations, such as experience, a taste for action, dialogue and negotiation, the ability to make decisions but also to compromise, courage and self-control. We will further develop this diversity and gender balance so that our Ministry is a reflection of French society and the world of tomorrow. We will also need to ensure that this diversity is part of a common framework which provides everyone with the necessary information to work to the best of their ability and look to the future.

Mobility

We are also rich by virtue of our mobility, which forms the essence of a diplomatic career. Mobility will become an essential step, both between the Ministry and diplomatic posts and increasingly outside of the Ministry. In a world with increasing numbers of crisis areas and in need of mobility, we must particularly ensure that this mobility is successful, taking into account the balance between private and professional life. This is one of the keys to our collective performance.

Quality of life at work

In the face of the many crisis areas and the complexity of the world, the commitment of the Ministry staff remains intact and is a source of collective pride. In this context, we will have to pay particular attention to the quality of life at work: this depends on the material conditions, including IT and property facilities, but also greatly depends on the managerial qualities of the supervisory staff. We will need to continue our efforts to this end and build the conditions for a better work-life balance, which will encourage the continued progress of gender equality while taking better account of family mobility, which is one of the factors for a successful expatriation.

* * *

Adapting the MAEDI means implementing a reform programme which was built on three pillars:

- **Adapting our external action;**
- **Simplifying to provide a high-quality public service;**
- **Managing all MAEDI employees.**

1st pillar: Adapting our external action.

To adapt our external action to a world which itself is in constant flux, we need to reconcile several objectives:

- **adapting our presence**, by redeploying it to locations where tomorrow's world will be built;
- **ensuring the unity and consistency of our external action**, including the Ministry's new economic remit, as the challenges become increasingly complex;
- **managing long-term external action** involving outreach and influence, **while dealing with the urgency of crises** and ensuring abroad the safety of French people and our sites;
- **updating our operational and delegation methods** in order to even more effectively **lead, manage and coordinate** all players working on our external action and to meet the cost-cutting obligations.

Since 2012, many steps have been taken to that end:

– **The remit of the Ministry of Foreign Affairs has been extended**, notably to include **external trade** and **tourism promotion**, and contributes to the development of our global diplomacy through successful progressions (culture –heritage – tourism – visas; universities – research and technology – businesses – trade; economic diplomacy – international regulations – political action, etc.). The **Ministry** is now the Ministry of Foreign Affairs and International Development, which **guides France's external action**, the unity and consistency of which has been strengthened.

- **Its structure and operators have been renewed** to ensure a clearer division of roles and to promote synergies. A **business directorate** was created to better integrate economic diplomacy into our action. **Business France** and **Expertise France** were set up in January 2015 and the other operators were strengthened. **Each public policy now has a single, clearly-identified operator** and has the necessary resources to fulfil its tasks. **The Ministry supervises the State's external action operators**, which are part of an expanding family.

- **New management and coordination tools have been deployed** to enhance the effectiveness of our action and combine our policies and instruments: the setting-up in embassies of **economic and "influential" councils**, the appointment of **special representatives** and **unifiers for priority export groups** in order to better mobilize the actors of economic diplomacy, the creation of the Tourism Promotion Council, etc. The focus was always on interaction between policies, as seen by the progress made in terms of hosting and issuing visas for key audiences to our attractiveness.

- Given the increase in **crises**, the **ability to both anticipate and respond** to them has been **improved**: reform of the Centre for Analysis, Planning and Strategy (CAPS), to better identify future crises; interministerial coordination of crises abroad by the Crisis and Support Centre (CDCS) and broadening of its remit for post-crisis support. **The protection and safety of French people and sites abroad have also been strengthened**. They are essential to our action.

- To support all these developments, **work has begun to adapt the universality of our diplomatic network**: initial staff reassignments to priority countries and sectors; creation of 25 posts of diplomatic presence to optimize our presence in the world. This adaptation goes hand in hand with the development of our communications (overhauling websites, increasing our presence on social networks) and the mobilization of all our opinion conveyers, such as alumni.

These reforms have brought about **major progress**:

- With economic diplomacy, our work to **support our businesses** was completely reformed; it is now fully integrated into the work of our embassies and strengthened by the establishment of the necessary coordination and mobilization instruments, both in France and abroad (Business France and BPI France, special representatives and unifiers, economic councils, etc.). Today, our ambassadors spend nearly 40% of their time on this key priority for the future of the French economy and jobs in France.

- Effective instruments to **attract foreign tourists** and mobilize the actors of the tourism industry in France, a key source of growth, have been used and have managed to consolidate France's position as the world's number one tourist destination.

- Progress made in **processing and issuing visas**, in full compliance with safety requirements, has made France a more attractive prospect for our target audiences. Thus, the number of visas issued worldwide increased by a third between 2011 and 2014, and is expected to double in China between 2013 and 2015.

- In the sphere of **influence**, many actions have been carried out to strengthen the attractiveness of our **cultural action and education network**, which is the most extensive in the world and a key asset for our outreach. Synergies and combinations of different tools and policies have been systematically sought: economic diplomacy to support our cultural industries; visas for students, researchers and creators; partnerships and patronage for developing our cultural action; **renewing French education abroad; sports diplomacy** to promote our know-how, **promotion of our heritage** and our **way of life**, with for example the **“Goût de France/Good France” operation**.

The Ministry of Foreign Affairs and International Development has initiated these many reforms in a context in which we must consolidate our public finances.

It has played its part, both in terms of its action response budget, operating budget and employment patterns. It has met the commitments expected of it, despite the difficult conditions under which it operates, including the increased threats and the need to increase the security of French people abroad and in our sites.

To meet these requirements, it **has modernized large areas of its action**, for instance the **rationalization of our building stock** and has ensured, through efficient management, that its essential operating funds can be preserved.

Building on the reforms already underway and which will be broadened, the continued adaptation of our external action to the developments of the 21st century will be achieved via the following guidelines and measures:

1.1. Adapting our international presence to the new geography of power and our interests

1.1.1. **Reorganizing the network of the State and its operators to take account of our new priority objectives and the future powers**, by organizing the complementarity and subsidiarity of its various components and sites:

- **By 2025, 25% of MAEDI staff will be posted to emerging G20 countries**, compared to 13% in 2012.

- There must be a **French presence in all large cities where we have interests**: this will be put to the test in 2017 with the opening of “**Bureaux de France**”.
- **In 2017, China will become our largest embassy in terms of staff numbers.**

The interministerial committee for State international networks (Corinte) will map out 1-year, 5-year and 10-year charts to show the developments in all French sites and resources. (*spring 2016*)

1.1.2. Pooling globally our actions and resources with the Europeans and ensuring complementarity:

- **Twenty-five embassies will be co-located with European partners by 2025** (compared with three embassies in 2012).
- There will be systematic **pooling of functions** and **division of labour** with the EU Delegation and the embassies of other Member States. **They will be organized on a case-by-case basis** in each country by promoting the most efficient mechanism (in particular: security plan, consular protection, press monitoring, joint analysis, programming for cooperation and development) and drawing on it for our own resources and tasks in order to avoid overlap. *Assessment in 2016.*

1.1.3. Increasing our abilities to anticipate and react:

- **Forming a support group which, within 48 hours, will deploy pre-assigned staff** (department staff, early retirees, experts) **to departments or posts facing crisis situations. Initially, the support group will comprise 50 officials by the end of 2015, increasing to 100 in 2017.** A **skills inventory** will also be compiled in order to quickly identify the right official for each specific mission. *Implementation from 2016.*
- Updating our **risk map**, which is run by the CAPS and CDCS in liaison with the geographical directorates and takes into account our interests and the potential vulnerability of different countries. *Implementation before the end of 2015.*
- Setting up a monitoring and **early warning** system for situations that could lead to a crisis that significantly affects our interests within three to twelve months:
 - Creating a **special attention list**, run by the CAPS in liaison with the other directorates and external services. *Creation at the end of 2015.*
 - Establishing “**pre-crisis**” **interministerial task forces** when necessary, to supplement our staff and enable preventative and precautionary measures to be taken in time. *Launch in the second half of 2015.*

1.1.4. Speeding up the implementation of measures to increase the security of French nationals abroad:

- Consolidating and updating the territorial coverage organized in the **security plans for the French community abroad**. Presenting an overview of the updates regularly, at the spring session of the Assembly of French Nationals Abroad (AFE). *Initial implementation in spring 2016.*
- **Continuing to group the real estate of State services and operators abroad, for greater security.** *Target for grouping of posts: 75% by 2017.*
- **Strengthening security measures for our culture and education network.** *€10 million/year from 2016.*
- Implementing a **cyber-security policy**, while taking into account the diverse range of occupations and users, and situations involving travel and mobility. *Ministerial action plan to be launched in 2016.*

1.1.5. Enhancing our communication:

- **Reaching a wider audience on social networks** by requesting each post to be present on local social networks, with an audience-building strategy. *Implementation by the end of 2015, with the aim of tripling our audience by 2017.*
- Improving our communication via **regional communication and press centres**, which will work in a particular language and have access to increased resources. *Initial testing in 2016.*
- **Languages of communication: 6 main languages of communication today, 10 in 2017.**
- **Increasing our broadcasting presence:**
 - **broadcasting France 24 in Spanish (2016-2017);**
 - **supporting the development of RFI services in the languages used in Africa (2016-2017);**
 - **promoting synergies in the new digital services between France Médias Monde, the MAEDI and its operators (2016).**

To promote these synergies, the MAEDI will **carry out joint supervision of France Médias Monde (2016).**

- Turning the MAEDI into the **French Government’s department for international communication**. Establishing an interministerial writing and communication network involving the other ministries and operators. *Implementation in 2016.*
- Setting up **strategic monitoring of all open sources** (press, broadcasting media, internet and social networks) **for a better understanding of global opinion trends** and expectations with regard to France: *launch of “DiploLab” in early 2016.*
- Transforming public relations by **maximizing the open data provided by the Ministry and the posts**: accelerating the digitization of diplomatic archives; implementing the national action plan in collaboration with the Etalab team(2015-2017).
- **Equipping all posts and services with secure videoconferencing equipment.** *Implementation to be completed in 2018.*

1.2. Revitalizing our presence in France in order to mobilize those involved in external action

1.2.1. Building synergies with the new regions and major cities, by assigning a **diplomatic adviser to each regional prefect**, to provide information and support from our external network. *Implementation from 2016.*

1.2.2. Strengthening **links with civil society** and promoting **volunteering**: promoting the Civic Service and use of the Citizen Reserves for external action. *Implementation in 2016.*

1.3. Developing economic diplomacy by increasing interaction with entrepreneurs and investors

1.3.1. Ensuring direct contact with an ambassador for any businesses requesting it, through **“speed meetings”** during Ambassadors’ Week (launched in 2015: #1Ambassadeur1Entrepreneur) and through regular videoconferences, with the participation of Business France and other relevant actors. *Implementation in 2015.*

1.3.2. Perfecting the **“receiving chain”** in each country for each exporter company and an **“international online portal”** structured around the main stages of international expansion for businesses. *Completion in 2016.*

1.3.3. Organizing in all embassies an **annual day on investment** in France (*from September 2015*).

1.3.4. Creating a **Business Travel Advice** application modelled on the existing Travel Advice (*Conseils aux voyageurs*). **Implementation in 2016**.

1.4. Making France more attractive to tourists

1.4.1. **Setting up a France-focused online portal (2016)** to promote tourism in France and increase our presence on social networks with regard to tourism.

1.4.2. **Creating a universal tourism network (2016)**: Atout France offices, and tourism correspondents in embassies in countries where Atout France is not present.

1.4.3. **Setting up a “Destination France” alliance of operators (Atout France, France Médias Monde, Institut Français, Campus France)** to draw on the synergies between culture, tourism and broadcasting (*2016*).

1.4.4. Ensuring the annual international event **Goût de France / Good France** is held **regularly (from 2016)**.

1.4.5. **Increasing our support for business tourism**, including congresses, trade fairs and major events, by monitoring which events to support or attract and holding regular meetings with professionals (*end of 2015*).

1.4.6. **Monitoring how foreign visitors are received in France** and analysing their perceptions and expectations. *Implementation by 2017*.

1.5. Turning the MAEDI into a “green ministry”

1.5.1: Developing the “exemplary administration” scheme and the “**green embassy**” plan in every post. *Completion in 2017*.

1.5.2. **Renovating the Quai d’Orsay site by transforming the archive wing and adding a new building**, in order to group all the Parisian departments on three sites with a strong identity, instead of five as there are currently (in addition to the sites in Nantes), and to create an environmental, architectural and technological showcase (*2015-2018*).

1.5.3. Adapting the way in which the MAEDI operates, in order to achieve **carbon neutrality by 2020**.

1.6. Adapting our solidarity policy to the new sustainable development agenda

1.6.1. **Bringing the Agence Française de Développement (French Development Agency, AFD) and the Caisse des Dépôts closer together**, to expand our financing capacity (*2016*) and better combine our international action with our action in and with French territories.

1.6.2. Delegating **management of our international technical experts to Expertise France**, to address needs more effectively and make full use of our expertise (*2015*).

1.6.3. Creating a leverage effect and expanding our action in the field of **governance**, through a **new synergy between AFD and Expertise France (2016)**.

Our solidarity policy will need to bring together all French institutions that are able to mobilize resources for development.

1.7. Developing synergies with all our partners

1.7.1. Managing the family of State operators for external action:

- Setting up in France and in diplomatic posts, under the authority of the Ambassador, a **committee of operators** that brings together all external action operators. **Involving operators in meetings of directors in the Ministry and of heads of department** in embassies. *Implementation in the second half of 2015.*
- **Ensuring operators contribute to embassy action plan.** Ensuring Ambassadors hold consultations on the targets and projects of each operator in their country of residence. *Implementation September 2015.*
- **Harmonizing communication on the websites** of the Ministry, operators and diplomatic posts. *Implementation in the first half of 2016.*

1.7.2. Acting as a single team. *Implementation in summer 2016:*

- **Assigning staff to a team** rather than to a position, **to adapt better to priorities.**

1.7.3. Combining our efforts throughout the world with our European partners:

- Continuing work to create **European consulates**, as the role of consulates within the European Union undergoes significant changes. *Presentation of a contribution for 2016.*
- Increasing **dialogue with think tanks working on European issues** by organizing an annual meeting at the Ministry (*launch in 2016*).

2nd pillar: Simplifying to provide a high-quality public service.

Citizens and users expect public service to be simple, local and available.

The MAEDI has taken major steps, especially since 2012, to improve and simplify the public service that it provides to French nationals living or travelling abroad and to other users:

- The **reception and processing of visa applications**, which are crucial for our attractiveness and security, have been improved: **today, nearly 35% of visas are issued in under 48 hours**.
- The **simplification of consular services** provided to our fellow citizens has been launched: simplification of a large number of procedures; launch of electronic voting; renovation of the Travel Advice (*Conseils aux voyageurs*) webpages and Ariane.
- Many **digital tools** have been set up or are being developed: creation of **monconsulat.fr**, in preparation for the digital consulate project; launch of the **Diplomatie portal**, a secure, collaborative tool for communication between ministries and abroad, with nearly 15,000 users; development of digital tools to reach new audiences, such as the **France Alumni platform** and greater presence on **social networks**; launch of the **digital archives project** (VITAM) for the lasting conservation and consultation of very large volumes of digital documents and the **France Visas project** for visa application processing.

These efforts towards simplification and digitization, which also concern working methods, will continue. They are of great benefit when it comes to adapting our teams and our public service and help to fulfil the cost efficiency objective. They will cover all aspects of our diplomacy, just like the measures that will be introduced to accelerate and streamline the ratification of treaties, in full respect of the rights of Parliament (implementation of the Plagnol report).

2.1 Developing digital consulates

2.1.1. Digitizing all procedures:

- **In 2016:** pre-applications for passports; electronic communication with the civil registry department for individuals, notaries and state departments; electronic submission of proxy voting applications to city halls.
- **In 2017:** introduction of a new online voting system that is more efficient for voters, candidates and the administration.
- **By 2020, all French citizens abroad will be able to carry out most of the necessary procedures online at any time.**

2.1.2. **Consulates will be able to focus more on local relations** with our fellow citizens abroad and on **consular protection**: users no longer need to visit the consulate twice when applying for a passport, as they can choose to receive it by secure post (2015); the system for registering people on the consular electoral roll, or removing them from it, is being simplified (2016). Possibility of deferring the Defence and Citizenship Day (2016). Expansion of the role of honorary consuls to facilitate procedures for users.

2.2. Facilitating visa applications and improving reception

2.2.1. Setting up a web portal for visas (France Visas):

- From 2017, applicants will fill in their application online. This will make processing easier and lead to quicker responses.
- In the future, visas will also be issued online (e-label) (by 2020).

2.2.2. Visas in 48 hours: extend the scheme to over 50% of visas issued worldwide (2017)

2.2.3. Boosting our attractiveness to certain target audiences: *talent passport* (entrepreneurs, students, researchers, artists, etc.), to facilitate procedures abroad and in France (2016).

These innovations, which will be financed in particular by visa application processing fees, will save time for everyone, especially our target audiences (tourists, entrepreneurs, students, researchers, artists, etc.). They will also enable a stronger focus on security checks.

2.3. Strengthening our soft diplomacy in the fields of education and culture and supporting the development of *francophonie*

This action will be based both on the digital transition and the creation of links between new stakeholders (university groups, research establishments, new artists and cultural institutions, etc.), operators and our culture and education network.

2.3.1 Setting up an “online French school” abroad to supplement our school network, support classes and make French education universally accessible. *Implementation in 2017 (target: 1 million online students in 2025) (Agency for French Education Abroad - AEF, Institut Français, CIEP, CNED, Mission Laïque Française).*

2.3.2 Setting up a digital platform linked to the Institut Français, offering universal access, via a shared portal, to all French culture and creativity. *Implementation in 2017.*

2.3.3 Expanding the France Alumni platform and its services, by opening local websites for all countries (by 2017), compared with 19 countries today.

2.3.4 Bringing *francophonie* into the digital age, in close partnership with the International Organisation of La Francophonie (IOF) and its operators:

- Encouraging the creation of a **shared French-language portal containing all the digital university resources** available in the countries and establishments that wish to be involved (2016).
- **Launching a “South and the Digital Sector” plan (2015)**, to speed up access to digital potential in developing countries.

2.3.5. Bringing the roles linked to soft diplomacy and culture together with the supervision of our education and cultural network, in order to strengthen the influence of the French culture and language and promote synergies:

- At the MAEDI, the two departments concerned will merge to form a **single department for culture, education and the network, within the Directorate-General of Global Affairs (January 2016).**

- **Supervision of the Institut Français and France Médias Monde (2016)** will be **shared** between the MAEDI and the French Ministry of Culture and Communication, to better coordinate our action.

2.3.6. Developing a **“new horizons” programme** for the MAEDI and the diplomatic posts, to reach out to new audiences, in France and abroad, for *implementation in 2016*.

2.4. Simplifying working methods

2.4.1. **Simplifying embassy action plans.** *Application from September 2015:*

- They will be focused on a **maximum of three priorities**.
- They will be a maximum of **three pages** long.
- **They will incorporate the European dimension**, to promote synergies and complementarity. *Implementation in 2016.*
- They will need to be **validated at most three months** after the head of the diplomatic post takes office.
- **The embassy will be responsible for implementing them** and will write a simplified annual report.

2.4.2. **Simplifying accounting procedures.** *Implementation from September 2015:*

- **Facilitating partnerships and sponsorship** by reforming the support fund system.
- **Enabling online payment of chancery fees.**
- **Enabling accounting records to be sent online from abroad** and abolishing unnecessary procedures (chancery exchange rates, receipts for payment of compensation for change of residence, etc.).
- **Postponing the management end date** in order to shorten the accounting closing period.

2.4.3. **Promoting cyberdiplomacy by perfecting our applications and distributing mobile tools:**

- **Continuing to develop the Diplomatie portal** (*version 2.0 to be delivered in 2016*):
 - Tripling the number of users by extending it to external action partners outside the public services, to reach 50,000 users *in 2018, compared with 15,000 today.*
- **Aiming to set up a unified communication system with a view to using the same terminals and networks to transport images, sound and data** (correspondence, telephony and videoconferencing):
 - **Gradually distributing additional mobile tools to staff who are not yet equipped** (600 additional terminals *in the second half of 2015* for the central administration, mobile access to professional email in all diplomatic posts *from 2016*);
 - **From 2017, enabling mobile access to the Diplomatie portal.**

3rd pillar: Managing all MAEDI employees

Human resources management calls for a whole new relationship with work and the ministerial environment.

Regardless of role or category, it is based on the following principles:

- ensuring gender equality;
- building career paths that are tailored to individuals;
- rethinking training access arrangements;
- facilitating internal and external mobility;
- improving working conditions;
- improving the work-life balance;
- making sure that senior supervisors attach all the necessary importance to team management;
- taking these steps while complying with employment plans, which the Ministry has made great efforts to follow, while making sure to preserve its roles and focus constantly on the men and women working for the MAEDI.

Progress has already been made, especially since 2012:

- net progress in terms of **gender equality** (29% of new appointments to managerial positions were women in 2014, 48 female ambassadors in summer 2015 compared with 23 in summer 2012);
- greater **attention paid to team management**, including development and extension of 360-degree feedback;
- launch of a **reform of competitive examinations** to better incorporate new skills and diversify recruitment;
- adoption of a **“time charter”** in 2015 and initial efforts to **facilitate the employment of the spouses of diplomatic and consular staff** posted abroad, to help improve the balance between professional and personal lives;
- creation of the Central Administration Technical Committee (CTAC) in France and unique consultation bodies in diplomatic posts, to **improve social dialogue**.

The following measures will be implemented:

3.1. Reorganizing the Human Resources Directorate

This **reorganization of the Human Resources Directorate** will enable us to introduce **10-year forward-looking management of positions and skills** and thus ensure that **staff receive individual support: posts will be created within the Directorate for permanent “personal career” advisers (2016)**, alongside those responsible for posting staff, some of whom may come from the private sector.

3.2. Ensuring gender equality

Continuing the Ministry’s efforts to promote gender equality, in order to reach the target of women accounting for 40% of new appointments to managerial positions in 2017 (compared with 29% in 2014).

3.3 Building individually tailored career paths that promote mobility, for all staff

3.3.1. **Developing internal mobility.** *Implementation from 2017:*

- Launching an evaluation in the framework of social dialogue to **facilitate movement between categories and branches** and promote recognition of previously acquired skills. *Evaluation team to be set up by the end of 2015.*
- **Working on developing the roles of staff in categories C and B** in diplomatic posts. *Evaluation at the start of 2016.*

3.3.2. **Promoting mobility outside the Ministry.** *Implementation from 2016:*

- **Reviewing the statutory mobility rules to include compulsory mobility outside the Ministry** for staff aspiring to senior management roles.
- **Encouraging all staff to take posts outside the Ministry**, including in operators, other ministries, territories, civil society, businesses, international organizations, the European External Action Service and our European partner countries.
- **Building careers based on mobility for staff specializing in European issues**, enabling them to acquire and diversify their experience in this field and in particular, to form a **recruiting ground for positions in the European institutions**, especially the European External Action Service.
- **Developing staff exchanges** with the European External Action Service and the diplomatic services of our European partners. *50% increase in these exchanges by summer 2017.*

3.4. Making training a priority

3.4.1. Giving all staff **“training capital”**, which they can use at key stages of their career (2016). Making sure that **staff receive regular training on European issues**, to keep their practices up to date and enable them to take full advantage of existing synergies with the European Union and its delegations (2016). Creating **“skills capital”**, to enable an **annual evaluation of acquired skills**, especially in languages (reform of the **annual evaluation system**, FANEV) and improving still further the way that acquired skills are taken into account when appointing staff (2016).

3.4.2. **Reforming recruitment and competitive examinations to take into account new needs in terms of expertise, experience, teamwork ability and personal qualities**, in order to recruit more widely. *Implementation in 2016 for the 2017 competitive examinations.*

3.4.3. **Languages:** widening access to training by developing a range of online personal study resources. **Regularly assessing and improving the language skills** of staff and placing greater importance on languages when making appointments (2016).

3.4.4. **Making the most of talents** in all categories by setting up a “careers committee” (2016), made up of directors from the central administration and the Human Resources Directorate, without prejudice to the competence of the Joint Administrative Committees.

3.4.5. **Fulfilling the targets set in the act for the equal rights and opportunities, participation and citizenship of disabled persons**, and the commitments made under the PACTE scheme.

3.5 Promoting recruitment under local law

3.5.1. **Posts governed by local law will be created in all categories.** *Initial trial in 2016 for category A.* Staff recruited under local law will represent a larger proportion of staff in the network, compared with under 50% today. **200 posts** will be created for them *by the end of 2017.*

3.5.2. **Personalized career support** will be provided to staff on short-term contracts or recruited under local law to help them to build their careers within and outside the Ministry.

3.6. Developing exemplary managerial skills and increasing support for staff

3.6.1. Extending **360-degree feedback** to all managerial positions in the central administration and to seconds-in-command in diplomatic posts. *Implementation from 2016.*

3.6.2. Guaranteeing **greater transparency in the selection process for senior management positions, especially ambassadorships, by setting up selection panels**, while complying with ministerial appointment rights. *Implementation from 2016.*

3.6.3. Improving **management training** for all staff who are responsible for managing teams. *Implementation in 2016.*

3.6.4. **Developing “mentoring”** of staff by other staff members, who share experience, pass on knowledge and help develop skills. *Implementation from 2016:*

- Enabling young staff to benefit from the experience of older staff by setting up, over a period of three years, a system of regular mentoring to develop skills and fill potential knowledge gaps.
- Calling on young staff to help develop a sort of “inverse mentoring” on ICT.
- Developing team spirit, for example by holding integration days in each diplomatic post and each directorate.
- Enabling any new manager who so wishes to be mentored by a practised ambassador who is willing to share his or her experience and whose managerial skills have been highlighted in 360-degree feedback.

3.7. Better reconciling personal and professional lives

3.7.1. **Setting up a “families office” within the Human Resources Directorate** *Implementation in 2016.*

3.7.2. **Enabling spouses to work** without giving up their diplomatic or consular status by signing bilateral conventions with the host country, giving staff spouses access to the labour market. **Raising the total number of these conventions from 18 to 60** *by 2017.*

3.7.3. **Fully implementing the time charter:**

- Developing flexible working hours in every department and every diplomatic post. *Implementation in September 2015.*
- Developing teleworking, in an appropriate framework. *Implementation in 2016.*

3.8. Adapting our governance

Increasing the **proximity** and **transparency** of the Ministry's governance:

- **A post will be created for a Ministry mediator, whom all staff can turn to for help with settling disputes.** *Creation at the end of 2015.*
- The MAEDI Administrative Board will be expanded to include qualified leading figures from outside the Ministry and representatives of the network. *Implementation in September 2015.*

* * *

Implementing the MAEDI 21 project

In order to implement the measures decided upon and ensure that the work runs smoothly, **a work programme, focusing on each individual target, will be drawn up in mid-September.**

It will identify leaders and supervisors for each of these measures and fields of work, as well as intermediate targets and deadlines.

After the considerable efforts made in recent years to meet the need for fiscal consolidation, **the resources made available will need to be consistent with MAEDI 21.**

An MAEDI 21 team will be set up, under the leadership of the Secretary-General, to steer this work programme.

Regular progress reports on implementation and outcomes will be drawn up and brought to the attention of all staff.

The social dialogue bodies will be involved in monitoring progress and a review will be carried out in the framework of the next ministerial technical committee meetings.

Diplomatic posts and directorates will be invited to hold further staff meetings to discuss the implications of this exercise for their post or directorate. A dedicated area will be set up on Diplonet (MAEDI intranet) to ensure that staff are kept informed and can express their views using appropriate procedures.

The Minister will draw up an initial overall review at the start of 2016.

MAEDI 21: a collective project

The launch of the project by the Minister

During his New Year address to staff on 7 January 2015, Laurent Fabius launched the MAEDI 21 project so that France could have “*a Foreign Ministry in full working order, which adapts to the changing world - in a word [...], a Foreign Ministry for the 21st century*”.

Extensive consultations were held within the Ministry and its network, and externally. The aim was to identify the changes that were likely to occur during this century and the challenges that are facing, or will face, our external action, in order to make proposals and collectively build a ministry for the 21st century.

These consultations were based on the reforms that are underway and structured around six main themes:

- exercising new skills and strengthening the unity and coherence of our external action, through the guiding role played by the Ministry;
- developing anticipation, adaptation and reaction capacities in a world characterized by increasingly frequent crises;
- continuing innovation and simplification, to improve, in particular, the services provided to French people and other users and to modernize our working methods;
- adapting our communication to a more connected world, where it is important to be closer to the growing number of actors on the international stage;
- Ministry governance;
- managing staff and their careers, with a particular focus on better reconciling professional and personal lives.

Phase 1: Consultations

Internal consultation of staff

The consultations that were launched in February 2015 took several forms: staff were invited to hold meetings within each directorate or diplomatic post to put forward suggestions; they were also able to submit individual contributions on a special webpage created on Diplonet (MAEDI intranet); staff from all backgrounds and categories were brought together at regular intervals by the Secretary-General to offer their opinions and suggestions; directors and heads of posts also presented personal contributions; and two seminars dedicated to the issue were held on 3 April and 26 June 2015, bringing together the Ministry’s directors.

In total, over 500 individual and collective contributions were submitted, which showed that the staff really put effort into this exercise.

Consultation of unions

The Minister met with the unions on 13 May and 25 June 2015. Regular dialogue was conducted with the Administration and Modernization Director-General. Several unions submitted a written contribution.

External consultation

Under the authority of Louis Schweitzer, chair of the Foreign Affairs Council, consultations were held from February to July 2015 with all partners of the French Ministry of Foreign Affairs and International Development: ministries and operators, representatives of the economic sphere and business leaders (from major groups to SMEs and intermediate-sized enterprises), representatives of the education and cultural sphere, civil society leaders and NGOs, representatives of local governments, elected officials representing the French abroad, etc. On 16 June 2015, the Minister of State for Foreign Trade, the Promotion of Tourism and French Nationals Abroad met with the members of parliament and senators representing French people abroad.

Dialogues were held with the senior staff of several foreign ministries (Germany, UK, Spain, Netherlands, United States, etc.) and with the European External Action Service to discuss the challenges and constraints facing our diplomatic services and the solutions found by various ministries of foreign affairs.

Phase 2: Ambassadors' Week

This consultation and discussion process was brought to a close at Ambassadors' Week, which was held from 24 to 28 August 2015.

After presenting a summary of the consultations and proposals and holding a dialogue with the ambassadors, the Minister drew conclusions from this exercise and presented the main goals and measures of the project.

Phase 3: Implementing the MAEDI 21 project

Work is now underway to implement the project, with the creation of an MAEDI 21 team, under the authority of the Secretary-General, which will oversee the work programme.

This work programme will be drawn up in mid-September. It will identify leaders and supervisors for each of the measures and fields of work, as well as intermediate targets and deadlines.

Regular progress reports on the implementation and outcomes will be drawn up and brought to the attention of all staff. The social dialogue bodies will be involved in monitoring progress and a review will be carried out in the framework of the next ministerial technical committee meetings.

The Minister will draw up an initial overall review at the start of 2016.