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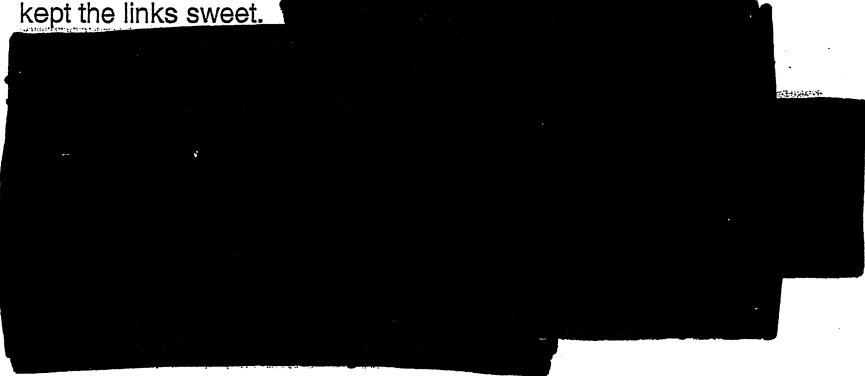
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PART TWO OF TWO

SUBJECT: PORTUGAL: EMBASSIES DO MATTER: OVER AND OUT

9. Our in-house Lapa think-tank Residence played a key role in attracting power brokers and opinion formers who came to hear interesting speakers set out British views and engage in open debate. I am grateful to such luminaries as Peter Mandelson, Andrew Turnbull, Stephen Wall, Jeremy Greenstock and sundry defence chiefs for their contribution. We received tributes from all political sides for the interest in energising domestic debate from Europe to defence and security policy to reform of public administration. The British Embassy became known as the best think tank in town, on our terms, and helped overcome the notable absence of Ministerial visitors; in my time, only Alan Johnson (as DTI Minister), and Peter Hain as Minister for Europe visited. But in compensation, there was a vital lifeline to No 10. The PM's willingness to see Durao Barroso when an unknown leader of the opposition, to receive him again, and then to make an overnight visit to Portugal was crucial, and Stephen Wall's regular visits kept the links sweet.



The Big Event; Euro 2004

10. Preparing ourselves and the Portuguese for the impact of England and her fans at the European Football championships amounted to a postgraduate course in many aspects of crowd psychology. I took a radical new approach (seen as such by the fans) in working very closely with the largest 130,000 member fan organisation, the FSF, and not just the official FA fans groups. I introduced the FSF international organiser to Portuguese mayors, police chiefs and transport chiefs, the football authorities and UEFA, whom I had been cultivating sedulously to prepare the ground, so he could explain English fan culture and logistic needs directly. Open communication (and a little bilateral history) proved a winner. The Portuguese offered the warmest of welcomes; UEFA left praising the behaviour of England fans and lifted the threat of expulsion. The FA moved from suspicion and a preference that all ticketless fans stay at home to recognition that the policy was working, and gave outright support and praise. The fans left promising to return on holiday.

En route to the door..

11. I told the BBC Team on True Brits that I joined the FCO on the maverick quota. I am sure I would not get through the doors today. I have found the Foreign Office over the years fascinating, and also pompous and infuriating. And successive line managers have found me infuriating, unbidable and much more besides, never mind the state of my desk. I had a most unpromising start. I am grateful to the Foreign Office for keeping me on the books and allowing me space. I loved working for the British Government and promoting British interests

overseas on behalf of all departments; I was uncomfortable on secondment to the UN. I remain baffled by the current Balkanisation. We may wonder why the Treasury do not like us, but we will fight to the death to promote their interests overseas, as much as those of DFID, DEFRA, UKTI, DTI and the rest of the pantheon. I have always preferred the long hours in London and working with Ministers to any overseas post, and my 5 and a half years in ECD(E) and six years in UND were highlights, which gave much scope for both new approaches to old problems and creativity with the new challenges. I was lucky in my bosses who gave me latitude and top cover for risky approaches, sometimes ex post facto, from launching the Sarajevo airlift over a weekend to spending one August devising the gloriously technical mutual Advance Implementation of EC Rights between Spain and Gibraltar, annexed to the Spanish Accession Treaty that oiled the Lisbon agreement and opened the frontier. That said, the detention of Pinochet made life in Chile unusually interesting and not only in the sense of the old Chinese curse. It was rare to be at the centre of so major a historical shift and I have never received quite so many death threats. And the European football championship in Lisbon was a once-in-a-lifetime event for us all and a fantastic note on which to exit.

12. I have spent most of my career on multilateral work. We have always made a point of standing by international law and, as Permanent Members of the Security Council, have been able to consider ourselves custodians of good international behaviour. Departing from international humanitarian law even just a little is like being just a little bit pregnant. You, Sir, know that well from the Pinochet case when you stood by principle and the rule of law. The ICRC historically have regarded us as sound custodians and practitioners of IHL. In 1990, they told me that the UK MOD-FCO presentation on preparations for the First Gulf War was so exemplary, they could have wished for a video; they wished others followed our example. In my time, I have had stand up and knock down battles with the Americans over IHL, and lived to win the battle and tell the tale, even with John Bolton. The Americans may hate our legalism, but that is not to say they are right and we are wrong. I believe we need to fight back, and hard, for our principles. In the same way, we need to sell ourselves and the largely unsung work we do much more aggressively in Whitehall and to the public as part of the non-stop battle for resources. We should not be "gentlemen" any more, but warriors (and amazons).

13. The London Business School have always been fascinated to find from their assessments that senior members of the Diplomatic Service do not work for financial reward, we work for the fun of it and for recognition that we are valued (we hope) and that sometimes we can contribute to the course of history. The BBC True Brits team could not believe how hard we worked, against all expectations. I have long argued for the FCO to have a serious social outreach programme as a means of overcoming our image. I hope it may yet happen. I have been privileged to serve and work with so many talented and tolerant colleagues. But to stand by my principles, I shall now cultivate my garden with a new career as a volunteer social worker and see where that leads.

EVANS