

Contents

1 Diplomatic Theory and Practice	1
1.1 Introduction	1
1.2 Steps to Success	5
1.2.1 Step One: Team Leader Considers Project's Potential	7
1.2.2 Step Two: An Informal Study Group Is Formed	7
1.2.3 Step Three: The Decision Memo as an Initiative Coordination Tool	15
1.2.4 Step Four: Position Papers – Guidance for the Delegation	20
1.2.5 The Delegation Binder	24
1.2.6 After Action Report	25
1.2.7 Step Six: Issues After Completion of the Negotiations	27
1.2.8 Implementation of a Negotiated Agreement	27
1.2.9 Nonratification or Nonimplementation	28
1.3 The Role of Chief of Delegation	29
1.3.1 Coordination with HQ	31
1.3.2 Dealing with “What Is Our Mandate?” Delegations	32
1.3.3 The Role of Moral Suasion	33
1.3.4 Diplomacy Is Not Combat	33
1.3.5 Reframing the Question	34
1.3.6 Case Study: Dealing with an Unreasonable Opponent	35
1.3.7 Time, Deadlines, Process, and Patience – Then Implementation	36
1.4 International Instruments: Differences and Rationales	37
1.4.1 Will the Instrument Solve the Problem?	38
1.4.2 Leverage	38
1.4.3 The Authority to Negotiate	40
1.4.4 Memoranda of Understanding	41
1.4.5 Resolutions	42
1.4.6 Conventions	47
1.4.7 Declarations	47
1.4.8 Universal Declaration(s) on Animal Rights	48
1.4.9 Universal Declaration on Animal Welfare	49

1.5 Public Diplomacy	53
1.5.1 Conclusion	55
1.6 Legal Matters	55
1.6.1 Qualifications Matter	55
1.6.2 War and Animals	56
1.6.3 Working with the Military	58
1.6.4 Special Words and Phrases that Create Problems	59
1.7 Principles of Collaboration with Humanitarians	63
1.7.1 Case Study: The 1974 Cyprus Invasion	63
1.7.2 Challenge Axioms	65
1.7.3 Personal Contacts	70
1.7.4 How to Approach a Ministry, Embassy, Mission, or Agency	72
1.7.5 Contact and Steering Groups	72
1.7.6 Steering Groups	74
1.7.7 <i>Doveryay, no proveryay</i> : Accuracy of Positions at the Vienna Café	76
1.7.8 What if a Government Has a Terrible Record?	77
1.7.9 A Need for Common Operational Practices	78
1.7.10 Case Study: The Invasion of Gaza	79
1.7.11 Interdisciplinary Complexity	80
1.7.12 Case Study of Using an Interdisciplinary Approach: The Pig-Tailed Macaques	81
1.8 Field Negotiations	82
1.8.1 Know the Other Side	82
1.8.2 Keep It Simple	83
1.8.3 NGO Coordination in the field	83
1.8.4 Working with Governments and Friendly Military Forces	83
1.8.5 Know Where You Are	83
1.8.6 Perspective	84
1.8.7 Bodyguards?	85
1.8.8 Case Study: 2001 and the Kabul Zoo	85
1.8.9 Negotiations as a Matter of Safety	87
1.9 Situational Awareness as a Donor and Policy Tool	88
1.9.1 Case Study Involving Situational Awareness: Working with a “Pariah State”	91
1.10 IAPC: Uniting the Orchestra	94
1.10.1 Can One NGO, Even the IAPC, Advocate for All?	97
1.10.2 Break from the North South Terminology	98
1.10.3 Annual Reports	99
1.10.4 Annual International Organization Report	100
1.10.5 Annual Voting/Consensus Practice Guide	100

2	International Funding for Animal Protection	103
2.1	Ethics	103
2.1.1	Sustainable Funding	105
2.1.2	Political Taint	106
2.1.3	Donor Rules Are Not to Be Feared	106
2.2	Reverse the Axiom: Consider Giving to Governments?	107
2.3	Red Flags Regarding Money	109
2.3.1	Program Budget Implications	109
2.3.2	Global Public Goods	109
2.3.3	International Taxation	110
2.3.4	General Things to Avoid or Keep in Mind	111
2.4	Approaching the European Commission for Funds	111
2.5	Approaching an International Organization	112
2.6	Operational Funding for Disasters and Risk Reduction	113
2.7	Can an IAPC Facilitate Funding for Everyone?	114
3	International Conferences and Delegation Management	117
3.1	Introduction to International Conferences	117
3.2	Preconference Tactics	120
3.2.1	The Sequence Technique	120
3.2.2	Building Allies in Advance	121
3.3	Stress Management	122
3.3.1	Appropriate Assignments	122
3.3.2	End of Day	122
3.3.3	Tracking Statements	123
3.3.4	Team Meetings	123
3.3.5	Distance of Travel and Jet Lag	124
3.3.6	Delegation Size	124
3.3.7	E-mail Communications	124
3.4	Amending Outcomes Documents	125
3.5	Secretariat and Other Conference Bodies	126
3.5.1	The Secretariat	126
3.5.2	The Conference Chairperson	127
3.5.3	Credentials Committee and Rules of Procedure	128
3.5.4	Role of the Drafting Committee	128
3.6	Administrative Officer	129
3.6.1	Internet and Mobile Phone Communications	129
3.6.2	Visas, Maps, Currency, and Transportation	129
3.6.3	The Delegation Office	130
3.6.4	Learn the Compound Layout in Advance	131
3.7	Case Study of a Conference: Rio – The Earth Summit	131
3.7.1	Commission on Sustainable Development	133

4 Protocol	135
4.1 Introduction to Protocol	135
4.2 Accreditation, Badges and Business Cards	136
4.2.1 Who Accredits NGOs?	137
4.2.2 Business Cards	139
4.3 Politeness, Trust, and Respect	139
4.3.1 Be Crisp, Articulate, and Respectful	139
4.3.2 Loyalty and Trust	140
4.3.3 Perceptions of NGOs	142
4.4 Receptions and Personal Entertaining	143
4.4.1 Consider the Following at Personal Events	144
4.4.2 Use of Alcohol	146
4.4.3 Food at Receptions and Other Social Events	146
4.4.4 Use of Decorations	148
4.4.5 Flag Protocol	149
4.4.6 Other Issues at Receptions	150
4.4.7 Responsibilities of People You Wish to Meet at a Reception	151
4.4.8 Hierarchy of Ranks	151
4.4.9 Invitations and Greetings	152
4.4.10 Greetings and Forms of Address	153
4.4.11 Thank You	155
4.4.12 Being a Guest	155
4.4.13 Local Concept of Social Time	156
4.4.14 Dress	156
4.4.15 Casual Dress	156
4.5 Gender and Race	157
4.6 Speak Without Notes	157
4.7 Animals as Props?	158
4.8 Use of Language	159
4.8.1 Official and Working Languages	159
4.8.2 Trying to Change Text	160
4.8.3 Staying Neutral	160
4.9 Titles and Saying Hello and Goodnight	161
4.9.1 Diplomatic Titles	161
4.9.2 Government Titles (Each Country Does It Differently)	161
4.9.3 Executive Branch	161
4.9.4 Judicial Branch	162
4.9.5 State Government Titles	162
4.9.6 Sample Letters and Forms	162
4.10 Properly Formatted Letter to an Ambassador	164
4.10.1 Use of Headers	164
4.10.2 How to Address Letters	165
4.10.3 Other Personalities	167
4.10.4 Memo Enclosures and Attachments	168

5 The Media as a Tool for Diplomacy	169
5.1 Media Events as Tools	169
5.1.1 Are Media Events Needed?	169
5.1.2 One on One Events	170
5.1.3 Providing the True Picture and Having a Media Officer	171
5.2 Accrediting Reporters and Gaining Access for Photographers	171
5.2.1 Photo Display Opportunities	172
6 Important Associations and International Organizations	173
6.1 Introduction	173
6.2 NGO Associations of Note	175
6.2.1 The International Council of Voluntary Agencies (Geneva)	175
6.2.2 InterAction (Washington, DC)	175
6.2.3 The Conference of NGOs in Consultative Relationship with the UN (CoNgo) (New York and Geneva)	176
6.2.4 SPHERE Project and LEGS (Boston, Geneva, New York, Washington, Ethiopia)	176
6.2.5 International Union for Conservation of Nature (Gland, Switzerland)	177
6.2.6 Species Survival Network (Washington, DC)	177
6.2.7 WhaleWatch (London)	177
6.3 Emergency Management and International Law Bodies	178
6.3.1 ReliefWeb.int and Preventionweb.net: (Geneva, New York, Kobe)	178
6.3.2 UN Cluster System: Managing Disaster Interventions (New York and Geneva)	181
6.3.3 IASC and OCHA (New York)	184
6.3.4 IFRC and ICRC: The International Red Cross Red Crescent Movement (Geneva)	184
6.3.5 The World Organization for Animal Health (OIE) (Paris)	187
6.3.6 International Strategy on Disaster Risk Reduction (Geneva)	188
6.3.7 UNHCR (Geneva and New York)	189
6.3.8 UN Relief and Works Agency for Palestine Refugees in the Near East (GAZA)	190
6.3.9 UN Security Council and the International Court of Justice (New York)	190
6.3.10 International Criminal Court (The Hague)	192
6.4 Development Bodies	193
6.4.1 The European Community and European Commission (Brussels)	193
6.4.2 Group of 77 (G77) (New York, Geneva, Nairobi, Rome, Vienna, Washington, DC)	195

6.4.3	Global Compact Leaders Summit (Geneva)	195
6.4.4	World Bank Group (Washington, DC for HQ)	195
6.4.5	World Trade Organization (Geneva)	196
6.4.6	Organization of American States (Washington, DC)	197
6.4.7	Organization for Economic Cooperation and Development (Paris)	197
6.4.8	Economic and Social Council [New York and Geneva (ECOSOC) Plus Regions]	198
6.4.9	Regional Economic Commissions	198
6.4.10	UN Children's Fund (New York)	199
6.4.11	UN Conference on Trade and Development (Geneva)	199
6.4.12	UNDP and UN Resident Coordinator System (New York and Regions)	200
6.4.13	UN-HABITAT: UN Human Settlements Program (Nairobi)	200
6.4.14	World Food Program (Rome)	201
6.4.15	Food and Agriculture Organization (Rome)	201
6.5	The Environment	201
6.5.1	Intergovernmental Panel on Climate Change (Geneva)	201
6.5.2	UN Framework Convention on Climate Change (Bonn)	202
6.5.3	UN Environmental Program (Nairobi)	203
6.5.4	Climate Caucus Network (New York)	204
6.5.5	World Meteorological Organization (Geneva)	204
6.5.6	United Nations Convention to Combat Desertification (Bonn)	204
6.6	Health and Science	205
6.6.1	Pan American Health Organization (Washington, DC)	205
6.6.2	World Health Organization (Geneva)	205
6.6.3	United Nation Education, Scientific and Cultural Organization (Paris)	206
6.7	Conservation Bodies	206
6.7.1	Convention on International Trade in Endangered Species (Nairobi)	206
6.7.2	Commission for Conservation of Antarctic marine Living Resources (Tasmania)	207
6.7.3	Commission for the Conservation of Southern Bluefin Tuna (Canberra)	208
6.7.4	The Bonn Convention (Bonn)	209
6.7.5	Convention on Biological Diversity (Montreal)	210

6.7.6 International Whaling Commission
 (Cambridge, England) 211

6.7.7 North American Free Trade Agreement and North American
 Agreement on Environmental Cooperation (Ottawa,
 Mexico City and Washington) 211

Epilogue 213

Bibliography 215

Index 223