

Contents

1	The Foreign Ministry	1
	Staffing and Supporting Missions Abroad	5
	Policy-Making and Implementation	6
	Coordination of Foreign Relations	12
	Dealing with Foreign Diplomats at Home	15
	Building Support at Home	16
	Summary	17
	Further Reading	17
Part I	The Art of Negotiation	21
2	Pre negotiations	23
	Agreeing the Need to Negotiate	24
	Agreeing the Agenda	27
	Agreeing Procedure	29
	Secrecy	30
	Format	30
	Venue	33
	Delegations	36
	Timing	38
	Summary	39
	Further Reading	39
3	'Around-the-Table' Negotiations	41
	The Formula Stage	41
	The Details Stage	45

	Difficulties	46
	Negotiating Strategies	47
	Summary	50
	Further Reading	50
4	Diplomatic Momentum	53
	Deadlines	55
	Self-imposed Deadlines	55
	External Deadlines	56
	Symbolic Deadlines	58
	Overlapping Deadlines	59
	Metaphors of Movement	60
	Publicity	63
	Raising the Level of the Talks	65
	Summary	66
	Further Reading	67
5	Packaging Agreements	69
	International Legal Obligations at a Premium	70
	Signaling Importance at a Premium	71
	Convenience at a Premium	73
	Saving Face at a Premium	74
	Both Languages, or More	75
	Small Print	76
	Euphemisms	78
	‘Separate but Related’ Agreements	79
	Summary	80
	Further Reading	81
6	Following Up	83
	Early Methods	84
	Monitoring	87
	Review Meetings	90
	Capacity-Building	94
	Summary	95
	Further Reading	95

Part II Diplomacy with Diplomatic Relations	99
7 Embassies	101
The Normal Embassy	105
The Fortress Embassy	115
The Mini-Embassy	118
The Militarized Embassy	119
Summary	121
Further Reading	122
8 Telecommunications	125
Telephone Diplomacy Flourishes	126
Video-Conferencing Peaks	133
Summary	137
Further Reading	138
9 Consulates	141
Consular Functions	146
Career Consuls	149
Honorary Consuls	152
Consular Sections	154
Summary	155
Further Reading	155
10 Secret Intelligence	159
Ambassadors as Agent-Runners	160
Service Attachés	161
Intelligence Officers	163
Cuckoos in the Nest?	169
Summary	175
Further Reading	176
11 Conferences	179
International Organizations	181
Procedure	183
Venue	183
Participation	184
Agenda	189
Public Debate and Private Discussion	190
Decision-Making	191

	The 'New Multilateralism'	195
	Summary	196
	Further Reading	197
12	Summits	199
	Professional Anathemas	200
	General Case for the Defense	203
	Serial Summits	204
	<i>Ad hoc</i> Summits	206
	The High-Level Exchange of Views	208
	Secrets of Success	209
	Summary	212
	Further Reading	213
13	Public Diplomacy	215
	Rebranding Propaganda	215
	The Importance of Public Diplomacy	217
	The Role of the Foreign Ministry	219
	The Role of the Embassy	222
	Summary	225
	Further Reading	226
Part III Diplomacy Without Diplomatic Relations		229
14	Embassy Substitutes	231
	Interests Sections	231
	Consulates	236
	Representative Offices	238
	Front Missions	242
	Summary	243
	Further Reading	244
15	Special Missions	247
	The Advantages of Special Missions	247
	The Variety of Special Missions	249
	Unofficial Envoys	249
	Official Envoys	251
	To Go Secretly or Openly?	255
	Summary	257
	Further Reading	258

16 Mediation	261
The Nature of Mediation	262
Different Mediators and Different Motives	264
Track One	264
Track Two	267
Multiparty Mediation	268
The Ideal Mediator	270
The Ripe Moment	273
Summary	274
Further Reading	275
Conclusion: The Counter-revolution in Diplomatic Practice	277
References	281
Index	295