



ProtocolTM

Journal of the International Protocol Community

Spring 1995

Summits and Conferences

Why the U.N. Travels

by Alexandra Moller

First article in a periodic series on the United Nations in its 50th anniversary year.

For the past several years, the United Nations has been expending considerable time, effort and funds to hold major international summit meetings and conferences away from its New York City headquarters.

The theory behind this U.N. summit-ry is that it is an effective means for focusing attention on a significant global problem: to inform, to raise consciousness, to enlist cooperation and to encourage policy changes among member nations (over which the international body otherwise would exert little to no influence). The ultimate goal, of course, is to improve troublesome and dangerous conditions for the benefit of the global population and in the interests of enhancing the potential for well-being and peace world-wide.

Most recently, the eradication of poverty, unemployment and social disintegration was on the agenda at the

World Summit for Social Development in Copenhagen, Denmark (March 6-12), which drew a total of 117 chiefs of state and heads of government — the largest gathering of world leaders in history — and at a cost, depending on whom you ask, between \$30 to \$60 million.

These on-the-road conference costs will mount to notable sums if you consider that by the time Habitat II is convened in Istanbul in 1996 to address the problem of urban overcrowding, the United Nations will have met in diverse parts of the world to consider such pervasive concerns as the welfare of children (New York 1990), the environment (Rio de Janeiro 1992), human rights (Vienna 1993), population (Cairo 1994) and women's rights (Beijing 1995).

Critics observe that the work product and outcome resulting from these gatherings would probably be the same if they had all been held at U.N. headquarters in New York — that is, incre-
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Press Relations

Managing the Media

By Angus Mackay

Aldai Stevenson once quipped that newspapers "separate the wheat from the chaff, and then print the chaff".

Yet, whatever the acuity or otherwise of that remark, it is a fact that the success or failure of VIP visits is often judged, at least in part, by the tone of the press and media coverage which they attract. So effective press planning is always a smart idea.

The planning process for a VIP visit often begins many months, sometimes years, before the visit itself takes place. The media planner needs to be involved from the very beginning in developing proposals for a visit, as well as in identifying potential sites and host organizations and working with them to design attractive events.

If no coherent theme has been developed, either for the visits as a whole or for any individual event, the media planner should point out early on that this will be likely to be reflected in the visit's coverage, probably detracting from its overall success. The main press opportunity at each location should define in visually interesting terms the purpose of the particular event, and relate where possible to the themes of the visit as a whole.

Generally, the VIP's own interests will readily suggest broad themes which can be matched to local circumstances. These must of course be effectively com-

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Editor's Note

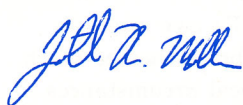
Since the world has effectively become a smaller and more interconnected place in which to live and work, protocol professionals are an ever more critical element in guiding corporate executives and government officials to their business, economic and diplomatic objectives.

Traditionally, there were few resources available to assist protocol officers in their work. We, therefore, decided to offer a remedy by creating a current and informative publication: *Protocolhum*. Thanks to your support, *Protocolhum* is a clear success and is now in its second year of publication. It has been reassuring to realize that protocol professionals have embraced the notion of exchanging ideas and experiences in this forum for mutual benefit.

It has also become apparent that for the greatest advantage, this concept of sharing needs to go beyond the pages of *Protocolhum*. Since occasions bringing us together for the opportunity to learn and network in-person are rare, I want to let you know about the upcoming *Fourth National Conference on Consular Relations and Protocol*.

This year's event, similar to those hosted by Mayor Koch in New York City, the Los Angeles County Board of Supervisors and Mayor Riordan in Los Angeles, will be hosted by Mayor Bob Lanier in Houston, Texas from June 14 - 17, 1995. Although you will soon receive official notices, feel free to contact my office with any questions or programming requests.

And as always, know that we at *Protocolhum* welcome your comments, suggestions and corrections. ■



Jonathan R. Moller
Editor-in-Chief

Instant Calligraphy

The InScribe System

By George Pullman

Anyone who has ever planned an event knows the value of hiring fine calligraphers — they are artists, after all.

Whether it is an invitation, place card, menu card, certificate, name tag or program, a calligrapher's touch can dramatically enhance the formal atmosphere and set a gracious tone for an event. Of course, the disadvantages of working with a calligrapher are clear — besides the expense, there is the pressure, with which we can all readily identify, of the frenzied scramble to accommodate those inevitable last minute changes and corrections.

Wouldn't it be nice if those protocol offices that didn't have the budget for a calligrapher on staff or retainer, could simulate the work of a calligrapher with an in-house computer? While I would never suggest that a machine could replace a gifted calligrapher, I have found a simple device that comes close.

The InScribe Computerized Calligraphy System offers the refined presentation of hand calligraphy with the quality assurance and speed of a computer. A difficult and complicated task you might think. "Not really," says InScribe President Joe Sieber; "the system utilizes actual calligraphy pens driven by a computerized plotter that simulates human pen strokes." Users can select from over 65 different ink colors, ensuring that InScribe can match any color scheme to appropriately adorn any piece of stationery.

From formal invitations to certificates of appreciation, InScribe's lettering has accompanied many official seals and corporate logos. The system has been in use at The White House since it was invented in 1986; former President George Bush even purchased a machine for his Houston office. However, you need not be

President of the United States to find the InScribe useful. For Janie Penn, the director of graphics at NASA, the greatest benefits have been ease of use and cost-effectiveness. "We do [our calligraphy] in-house. We have had InScribe for nearly three years and it has saved us between \$15,000 to \$20,000 a year. The machine's going all day long."

InScribe's price is \$8,500. A version that uses a laser printer, instead of the calligraphy pen hardware attachment, costs \$7,000. With the purchase of a system, customers are given training, user manuals and 90 days of telephone support. Optional InPut software, retailing for \$250, allows documents to be converted from various database and word processing programs, thereby eliminating the need for information re-entry. ■

InScribe, Inc. is a Massachusetts based company and can be reached at (800) 467-2742.

Save the Date

The City of Houston
hosts the

Fourth National
Conference on
Consular Relations
and Protocol

in cooperation with the
Protocol Resource and
Operations Service

June 14 -17

For more information contact:
Doug Thomas (212) 316-4278

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municated - another reason why media considerations should be central to the development of a visit plan from its inception, rather than an afterthought.

Once the main elements of an itinerary have been agreed (at times a process of back-and-forth negotiating, in which the media planner will have relevant input to offer) the detail work begins. Among the first tasks should be the setting up of a careful system of press accreditation.

This needs to go several steps beyond the usual "name and affiliation" required for ordinary press events. Journalists who cover hard news stories will normally possess permanent media passes with picture ID issued by local law enforcement agencies. Assuming they are current and valid, such passes can be accepted as sufficient accreditation to cover a VIP visit.

However, not all journalists will possess law enforcement media passes. Specialist or foreign-based press, for example, usually do not have them, but may well have a legitimate interest in covering a particular VIP visit. For journalists in this category, the media planner will need to issue appropriate credentials for the visit. These should be properly printed and laminated, and the requirements for obtaining them should be no less stringent than those needed to obtain a law enforcement news media pass.

By this time, a series of walk-throughs has probably begun. Each site must be visited several times until everyone involved is thoroughly familiar with what is supposed to happen "on the day". Thought should be given to the location of the main press position, which should be clearly defined - for example with rope and stanchion or on a riser. The press position should ideally be as close to the principal activity as possible, without interfering with what will be taking place. When podium speeches are to be involved, the hosts



Angus Mackay

Members of the press patiently awaiting the arrival of a VIP in a clearly defined press "pen".

will need to provide a "press patch" audio mult-box with a sufficient number of outlets for as many media crews as are expected to be present. The cable from the podium microphone back to the mult-box on the media riser should be secured with heavy duty tape to avoid mishaps.

If the event is outdoors, consideration should be given to the time of day and position of the sun so that cameras will not be shooting into direct sunlight. If some of the activities are indoors and space is limited, press pooling may be necessary.

The basic principle of a press pool is that a limited number news media representatives provide access for all their colleagues on a shared basis. Pool places should therefore be decided by categories - wire services, print reporters, color photographers, radio, TV electronic news-gathering (ENG) crews, etc. - and arrangements made for the sharing of material.

Once the pool framework has been established, specific decisions as to pool places - as well as the detailed sharing arrangements - can largely be left to the media themselves. TV stations, for

example, share material by dubbing tapes or by feeding material up to a common satellite from which other stations can pull down news footage. There is no need for the planner to get in the middle of these technicalities, which are best left to the experts.

The key point from the planner's point of view is that the media representatives regard the system adopted as fair, and that they are given an equal chance to bid for pool places with final decisions being made by their peers. The optimal way to do this is to announce that pool places will be allocated at an advanced press briefing prior to the visit. (This gives news organizations a powerful incentive to be represented at the briefing, which offers an opportunity for the main purposes and themes of the visit to be communicated again to the press and media.)

Pools are small enough that they can generally be controlled by a press aide (kneeling below lens level) rather than with physical barriers such as ropes and stanchion. This also gives some flexibility in terms of moving to a different position, but this should be at the direction

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Visit Advance

Remember the "Big Picture"

By Matt Bennett

Second article in a periodic series.

Advance work is composed of two essential elements: overall event preparation and attention to the particular needs of individual principals. While you will be under considerable pressure to take proper care of all the minute details a visit entails, it is critical that you never lose sight of the "big picture". The key to your job — to making your principal look successful — is designing and implementing a clever and reasonable plan. To that end, there are a few general rules that should never be forgotten.

The "Big Picture"

It is axiomatic that you should never "lose sight of the forest for the trees." This is particularly true when doing advance, since the temptation to focus on the numerous trees confronting you can be overwhelming. Attention to detail, after all, is the hallmark of good advance, from the tea in the holding room to the height of the risers. But, good events are not simply the sum of their parts, and an eye must always be kept on the "big picture." Do not forget why your principal is making the trip, and what message the trip is supposed to send.

Losing sight of the forest has been the cause of some memorable advance catastrophes. Who can forget seeing Michael Dukakis, candidate for President, perched atop an M-1 Tank and looking like . . . Snoopy? I certainly cannot, I am chagrined to report, since I was standing nearby doing site advance for the visit.

The tank debacle is a textbook case of failing to remember the "big picture."

Our campaign headquarters had wanted to counter images of George Bush looking tough, sitting in an F-16 jet. They also wanted a visual to communicate our message about strengthening conventional defense (i.e., "Mike Dukakis will build more tanks!"). We, on the advance team, concocted ways for the press to capture the image of our principal riding triumphantly aboard one of America's finest war machines. We developed an elaborate plan to get the 5'8" Dukakis into the tank without looking awkward. We also put together a beautiful site for the post-ride speech, complete with columns of historic tanks, a cheering crowd and an enormous American flag in the cut-away shot.

What we did not do was step back and carefully consider the whole concept: do presidents (and presidential candidates) ride in tanks? No, presidents review tanks. Sure, George Bush

had looked good in the cockpit of that plane, but that made some kind of sense since Mr. Bush had been a fighter pilot during World War II. Mike Dukakis, by contrast, had been in the Army Signal Corps. Dukakis could not look presidential by sitting in a tank, and our failure to anticipate and understand that fact proved costly.

Know Your Principal

All advance people are aware that they must know the little things about their principals: do they like to go through the crowd or through the kitchen? Should their coffee be regular or decaf? Do they like their shirts boxed or on hangers? Even more important to the success of the visit, however, is having a realistic picture of your principal's basic strengths and weaknesses. For example, President Clinton likes to linger in crowds and talk to people. His

see *Big Picture*, page 5



Vice President George Bush sitting in the cockpit of F-16 fighter during a tour of the General Dynamics assembly plant in Ft. Worth, Texas (4/10/88).

Big Picture, continued from page 4

enthusiasm for interaction makes him perfect for “people events” like townhall meetings. But, while the President’s skill in reaching out to people is an obvious political strength, it is a decided weakness when trying to keep him to a tight schedule. His staff has learned through painful experience that you do not line-schedule Bill Clinton without some padding to account for his lingering in back hallways to shake hands with the kitchen staff. Mike Dukakis was just the opposite: he was great at sticking to a schedule and not so great at chatting with a groups of people (except for old Greek ladies — he was dynamite with them).

Keep Operational Control

One of the greatest dangers of advance work is the risk of losing operational control of the visit. Often there are many people or groups vying for control — the host committee, supporters, politicians, diplomats, business people, local police and the principal’s own security staff. All of these groups have

interests that may intersect with — but will not match precisely— those of your principal. The supporters may want to hear encouraging speeches, politicians may want access (“face time”), local police want to avoid traffic problems, and security people always would like to keep the principal away from crowds (preferably in a cement bunker). The most important and delicate task of the advance staff is to indicate that all of these groups will have input, but none will have the ultimate control.

If any of these various factions believe that they can govern the principal’s schedule and movements, chaos reigns. Once, I arrived in a city to prepare for a two-day visit of four principals. The mayor and his staff had already developed a schedule and had begun planning the main event — a downtown rally. When my team and I went to look at the site, we recognized that it would take roughly 150,000 people to fill it, the rally was called for 2:00 p.m. on a weekday, and the site was inaccessible without transportation. The advance team would have preferred a noon event at a smaller site (roughly

100 times smaller) located within walking distance of downtown offices. Since the mayor had begun publicizing his event, however, the genie was out of the bottle, and the event could not be canceled. Our team concocted a site plan that minimized the damage, but only after epic struggles for control with the already-mobilized local organizers.

Douglas MacKenzie has written in this space about how “details make the difference,” and that certainly is true, but it is not the only truth to attend to. For advance people, details like the contents and delivery time of the principal’s breakfast can occupy an inordinate amount of the trip preparation time. Attention to these needs is important and will keep your principal content, but mere details should not be pursued without first establishing control of an operation and attending to the “big picture” by designing a trip predicated on your principal’s strengths and purposes. ■

Matt Bennett has many years of advance experience having worked as a staffer on both the Dukakis and Clinton Presidential campaigns. Currently, he serves The White House in the capacity of lead advance on many of President Clinton’s and Vice President Gore’s domestic and international trips.



Robert Maass/SIPA Photo

Governor Michael Dukakis riding an M-1 Tank in the final phase of the 1988 Presidential campaign (9/88).

Dialing Instructions**New U.K. Phone Code**

The number 1 was recently added to most U.K. area codes, between the country code and the city code. Calls to London from the United States, for example, have gone from [011] (44) 71 + local number to [011] (44) 171 + local number. Callers may continue to dial the old way until April 16th, 1995. ■

United Nations, continued from page 1

mental agreements, which are something more than talk, but less than action.

"This global parliament on wheels and wings, complete with migrating flocks of staff [and] lobbyists, is all but replacing the General Assembly as the forum for [addressing] issues of international importance," reported Barbara Crossette, a U.N. observer for the New York Times. She adds, "...with the exception of a few frantic weeks each fall when world leaders line up to speak from its podium, the General Assembly is a somnolent place where speeches from delegates with no power waft over empty seats."

Defending the practice of holding summits abroad, U.N. Secretary General Boutros Boutros-Ghali, counters, "...in the United States you have total indifference, or a kind of negative indifference. But outside the United States we are able to obtain the presence of [over] 120 countries for a subject which is quite complicated. The fact that we had [117] heads of state here [in Copenhagen] to discuss it is such a success."

And, it is true, that often the United Nations does not receive serious attention in New York. Despite the burdens of cost and the logistical challenges when the U.N. goes on the road, something happens which is rarely seen when the U.N. is at home in New York: world leaders becoming involved with the gritty details of environmental, economic and human concerns, not merely with politically "hot" Security Council issues of sanction-levy and peacekeeping operations.

Until the General Assembly can be revitalized as an international forum that can effectively accomplish the difficult task of galvanizing the international community into action from its headquarters, expect to find the U.N. out on the global road, searching for credibility and progress. ■



President Bill Clinton of the United States, accompanied by U.N. Chief of Protocol Benita Maria Ferrero-Waldner, waiting to address the United Nations General Assembly during the 49th Opening Session (9/26/94).

Summit/Conference	Year	City	World Leaders Attending*
World Summit for Children	1990	New York	71
World Conference on Environment and Development	1992	Rio de Janeiro	108
World Conference on Human Rights	1993	Vienna	not available
International Conference on Population and Development	1994	Cairo	not available
World Summit for Social Development	1995	Copenhagen	117
World Conference on Women	1995	Beijing	(September)
Habitat II	1996	Istanbul	(June)

* World Leaders are defined as Chiefs of State and Heads of Government

Guest List

State Dinner for a King

The following is the guest list for the state dinner hosted by President and Mrs. Clinton in honor of Hassan II, King of Morocco at the White House on March 15, 1995 as reported by *The Washington Post*.

Hassan II, King of Morocco
 Prince Moulay Rachid
 Princess Lalla Hasna
 Ahmed Guedira (advisor to His Majesty)
 Abdelhadi Boutaleb (advisor to His Majesty)
 Andre Azoulay (advisor to His Majesty)
 Mohamed Kabbaj (minister of finance and foreign investment)
 Hassan Abouayoub (minister of agriculture)
 Driss Jettou (minister of commerce, industry and handicraft)
 Taed Fassi (undersecretary for foreign affairs)
 Mohamed Benaissa (ambassador of Morocco) and Leila Benaissa
 Abdelfettah Frej, (director of His Majesty's private secretariat)
 General Abdelhak Kadiri

Madeleine K. Albright (U.S. ambassador to the United Nations) and Katharine M. Albright
 Roone Arledge (president, ABC News) and Gisele Arledge
 Dennis A. Britton (editor, Chicago Sun-Times) and Teresa Britton
 Kenneth Brody (president, Export-Import Bank of the U.S.) and Carolyn Brody
 Carol M. Browner (administrator, Environmental Protection Agency) and Michael Browner
 Merle C. Chambers (chairman Axem Resources) and Hugh A. Grant
 Mary Higgins Clark (author) and Warren Clark
 Esther Coopersmith and Connie Coopersmith
 Jon Corzine (managing partner, Goldman, Sachs & Co.) and Joanne Corzine
 John M. Deutch (deputy secretary of defense) and Patricia Deutch

Huda Farouki (chairman, American International Services) and Samia Farouki
 Sen. Dianne Feinstein (D-CA) and Richard Blum
 Jerome Fisher (Nine West Group Inc.) and Anne Fisher
 Tom Friedman (The New York Times) and Ann Friedman
 Rep. Samuel Gejdenson (D-CT) and Betsey Henley Cohn
 Leslie Gelb (president, Council on Foreign Relations) and Judy Gelb
 Rep. Benjamin A. Gilman (R-NY) and Georgia Tingus
 Marc C. Ginsberg (U.S. ambassador to Morocco) and Janet Ginsberg
 Robert Greenberger (The Wall Street Journal) and Phyllis Greenberger
 Rep. Lee Hamilton (D-IN) and Nancy Hamilton
 Albert Heath (Modern Jazz Quartet) and Beverly Heath
 Percy Heath (Modern Jazz Quartet) and June Heath
 Sen. Jesse Helms (R-NC) and Dorothy Helms
 Sen. Ernest F. Hollings (D-SC) and Peatsy Hollings
 Hugh H. Humphrey (attorney general of Minnesota)
 Susan Issacs (author) and Ellen Abramowitz
 Milt Jackson (Modern Jazz Quartet) and Sandra Jackson
 Richard Jenrette (CEO, the Equitable Cos., Inc.) and Claude Bebear
 Gerry Kovach (vice president of government relations, MCI) and JoAnne Kovach
 Anthony Lake (assistant to the president for national security affairs) and Mark Parris
 David Lawrence (publisher, the Miami Herald) and Roberta Lawrence
 John Lewis (Modern Jazz Quartet) and Mirjana Lewis
 Hani Masri (president, Capitol Corp.) and Cheryl Masri
 David Mazarella (editor, USA Today)
 Ali MacGraw (actress) and Joshua Evans
 Heath J. Meriwether (editor, Detroit Free Press) and Patricia Meriwether
 Walter Mosley (author) and Edwidge Danticat
 Beth Nolan (associate counsel to the president)
 Leon Panetta (chief of staff to the president) and Sylvia Panetta
 Jane Pauley (NBC News) and Garry Trudeau
 Robert H. Pelletreau (assistant secretary of state for Near Eastern affairs) and Pamela Day
 C. Michael Pride (editor, the Concord Monitor) and Monique Pride
 Victoria Radd (associate counsel to the president)
 Molly Raiser (chief of protocol)
 Bruce Ratner (president/CEO, Forest City Ratner Cos.) and Julie Ratner
 Rep. Harold D. Rogers (R-KY) and John Rogers
 Dennis B. Ross (special Middle East coordinator) and Debra Ross
 C. Jeanne Shaheen (New Hampshire state senator) and Bill Shaheen
 John M.D. Shalikashvili (chairman, Joint Chiefs of Staff) and Joan Shalikashvili
 John Smale (chairman of the board, General Motors) and Phyllis Smale
 Rep. Gerald B.H. Solomon (R-NY) and Freda Solomon
 David Steiner (the Sudler Cos.) and Sylvia Steiner
 Peter Tarnoff (undersecretary of state for political affairs) and Mathea Falco
 Ross Thomas (author) and Rosalie Thomas
 Jodie Torkelson (special assistant to the director, Office of Management and Budget) ■

For Sale

New York State's Executive Jet

By Joy Fox

In the market for an executive jet? Nicknamed "G1", the Grumman Gulfstream twin engine turboprop airplane that has transported New York governors since 1977, is for sale by order of recently elected George E. Pataki. (Don't worry, though, New York's Governor will still have access to two state owned Sikorsky S-76 helicopters and a study is under way to consider the feasibility of leasing a new aircraft.)

Built in 1966, the plane was bought by New York State in 1977 for \$1.2 million and refurbished in 1988 for \$628,000. It has a range of 1,200 nautical miles and can carry 13 passengers and two crew members. The Rolls-Royce engines have logged over 7,960 flying hours.

Buyers, however, should beware. While "G1" has never been decertified by the Federal Aviation Administration



"G1", used for transporting New York governors since 1977.

and its reputation for airworthiness has improved in recent years, pilots have too often been known to declare emergencies and been forced to make unscheduled stops.

If you are interested, contact the New York Department of Environmental Conservation, the agency that operates "G1".

Price, we've learned, is negotiable. ■

David Jennings/NT Pictures

THE WORLD: InBRIEF

Saudi Arabia

Business Customs and Practices

Excerpted from *THE WORLD: InBRIEF* (ISSN 1074-2719) series of country profiles.

Compared to Western norms, the pace of life in Saudi Arabia is slower and more relaxed. Saudi officials and executives like to develop close and lasting friendships; they find the Western practice of frequently rotating sales and marketing representatives to be disturbing. While Arabic is the official language, English is often used in business contexts. Note that the notion of personal, family and national "honor" is very important to Saudis and should be regarded seriously.

When you are in Saudi Arabia and greeting someone of the same sex, it is

customary to exchange a handshake with the right hand and say Salaam Alaykem, peace be with you. This may be followed by an embrace and the kissing of right and left cheeks. Men should shake a woman's hand only if it is offered to them. Keep in mind that a woman wearing a veil may not even be introduced. If invited to a home, do not be surprised if the invitation is extended only to men. And, if a visiting wife is invited, she may be expected to eat with other women in separate quarters.

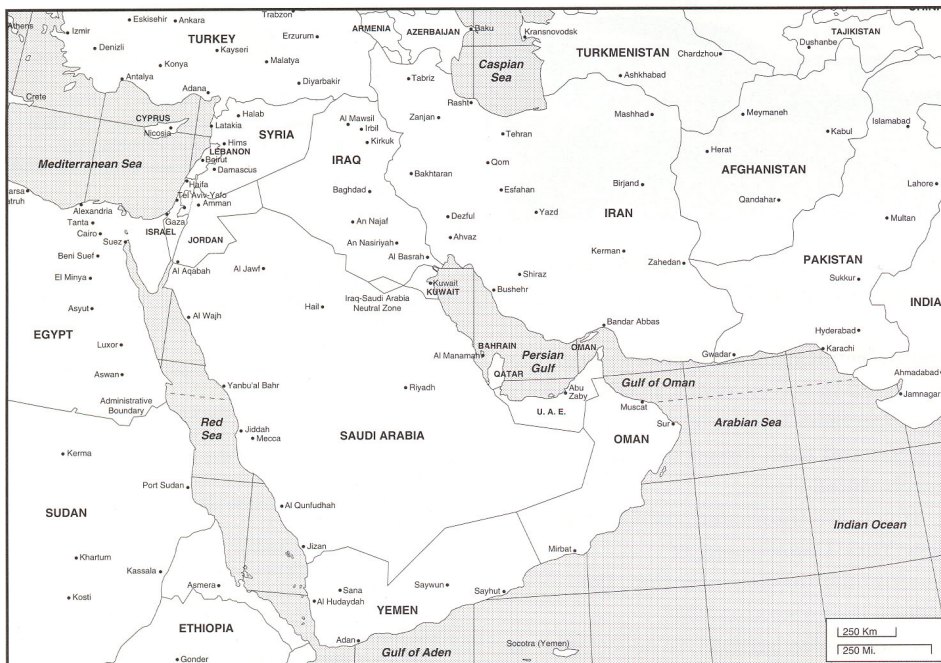
Saudi Arabian hosts like to provide an abundance of food when they entertain. Guests are encouraged to take second helpings but may politely decline without giving offense. Western dining customs are generally followed; when they are not, for the most part, meals are eaten with the fingers of the right hand. Sheep's eyes are considered a delicacy. Rice with a spicy lamb or chicken is often served as a main course. As for drinks, devout Muslims do not consume alcohol. Coffee or tea may be offered before a meal. Buttermilk and camel's milk are popular beverages. Coffee is also served and incense is passed at the

conclusion of a meal or meeting as an indication that it is time for the guests to leave. Toward the end of business discussions, Saudis may lose interest in the work at hand and redirect the conversation to non-business matters.

Although Saudis are not easily offended, they view some Western gestures as insulting or disrespectful. For example, it is impolite to point or signal to another person with one's hand. Objects should be passed with both hands or just the right hand. Never use only your left hand because, as in many Middle Eastern countries, that hand is commonly used for personal hygiene functions and is thought of as unclean. Be careful when you cross your legs not to direct the sole of your foot towards another person, as that is considered disrespectful. It is good practice to keep both feet on the floor when you are seated. (Some Saudi men are especially embarrassed if women cross their legs or reveal their bodies in any way.)

While Saudis often wear traditional attire, modest conservative clothing is considered appropriate for Western visitors. In conversation, remember to avoid discussing controversial subjects such as the Arab/Israeli conflict. Saudi history, culture and the success of Saudi military campaigns are welcome topics.

Historically, Saudi society has been male-dominated. Employment opportunities for women in the Kingdom are limited and are usually restricted to jobs in medicine, education and domestic services. Women do exert influence over household matters, but they are barred from many activities, ranging from operating a car to interacting with men outside their family. In fact, the separation of men and women is routine. Saudi social custom restricts the mingling of unrelated men and women, whether visitors or Saudis. This means that it is difficult, at best, for unaccompanied American businesswomen to visit and do business in the Kingdom.



THE WORLD: InBRIEF



(Women are not allowed to participate in trade shows, for example.) Some Saudi firms have been reluctant to sponsor visits to the Kingdom by a woman traveling alone, and some hotels have refused accommodations to single women travelers. However, there is no apparent reluctance on the part of Saudi businessmen to do business with women or with female-owned companies, but because of the social mores, such dealings are best accomplished in an environment outside the Kingdom itself. Note that the rules regarding women are based on Islamic law and tradition and are said to honor and protect the femininity and virtue of women. While Saudi customs may be incompatible with modern Western practice, it is recommended that you do not make the status of women an issue or seem surprised at the way women are treated.

As an Islamic monarchy, the Kingdom's legal system, including commercial law, is based on *Shari'a*, Islamic law, which is derived from the *Qur'an*, the Holy Book of Islam. Indeed, the *Shari'a* governs all aspects of life in the Kingdom, and that means the conduct of business, as well. While day-to-day business is generally conducted along Western lines, important business decisions should be made only after consultation with knowledgeable Islamic legal counsel, of whom there are many in the Kingdom.

One important rule of interest to Western firms is the requirement that an invitation be extended by a Saudi sponsor before a visa to visit Saudi Arabia will be granted. (The sponsor becomes legally liable for the actions of

the visitor while in the Kingdom.) Thus, it remains difficult to come to the Kingdom without having made a prior commitment to a sponsoring individual or firm about business to be undertaken.

Saudis like to present fine and valuable gifts. Take care in admiring possessions. Your host may immediately insist that you accept an admired item as a gift. Do not try to out-do your host's generosity and do not present an alcoholic beverage as a gift. Gifts to a

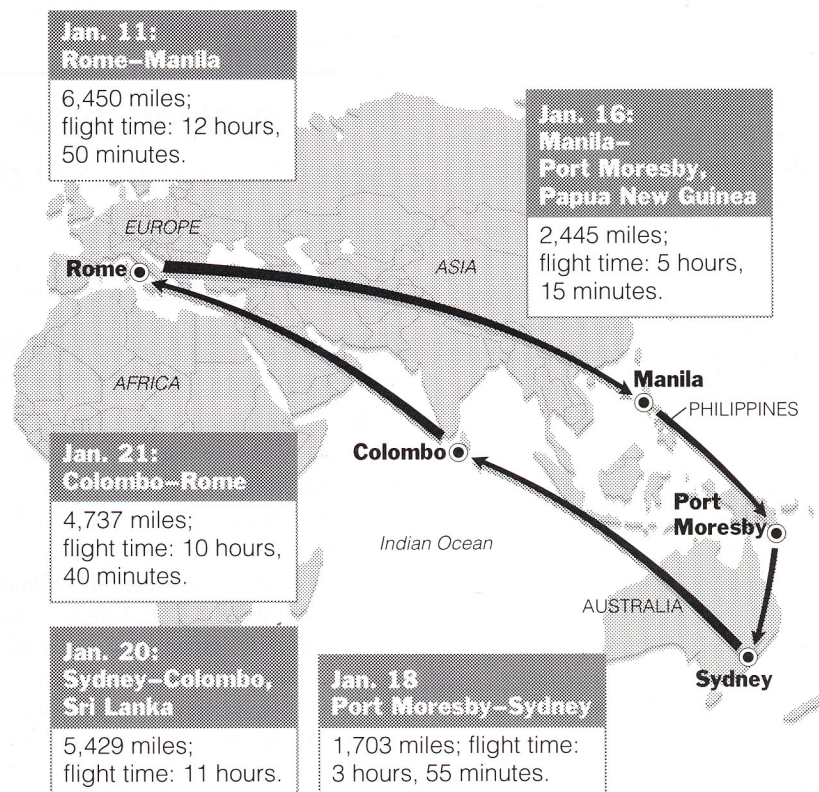
household — but not to the woman of a household — are appropriate.

Finally, remember that the Islamic calendar is based on the lunar cycle which can make it up to eleven days shorter than the Western (Gregorian) calendar. Holiday dates, therefore, vary from year to year with the exception of the Saudi national day, Unification of the Kingdom, always observed on September 23. During the month of Ramadan, working schedules are limited and many offices close by noon. ■

Itinerary

The Traveling Pope

On January 10th Pope John Paul II embarked on an 11-day 20,800 mile trip to Asia and Australia. The journey to the Philippines, Papua New Guinea, Australia and Sri Lanka was the Pope's 63rd international trip since assuming the papacy in 1978. This was his schedule:



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In the Spotlight — Protocol Offices & Officers

Anchors Away

Protocol the Navy Way

by Lieutenant Commander Suzanne R. Bloch, USN

As Protocol Officer for the Chief of Naval Operations (CNO), I answer frequent phone calls from military members and civilians around the world, asking such questions as, “[W]here does a retired Admiral fit in the precedence list?” or “[S]hould we render honors for a visiting Congressman?” After answering their questions, I tactfully inform them that, unlike the Air Force and the Army, the Navy has no protocol office. I am a special assistant to the CNO, in charge of planning the official social events he hosts. All other Navy ceremonies, official visits, conferences and special events are handled by the hosting officer and staff.

For those familiar with the large protocol staffs manned by the other armed services, the lack of a central Navy protocol office is surprising, but the very nature of Navy operations makes this a natural way for us to conduct business. The Navy sends ships around the world, far from direct supervision. Because security or operational constraints often necessitate little or no communications between units, a ship’s Commanding Officer is vested with full responsibility for the crew. The CO’s authority is so all-encompassing that the Navy even has an acronym for the ability to make decisions without consulting superiors: UNODIR — Unless Otherwise Directed (I intend to....). While teamwork is a way of life for the Navy, our people are trained to act independently, relying on time-tested traditions and standardized regulations.

When I am tasked to plan a social

event and I come across a problem, rather than calling a central protocol office, I do what any sailor would do: consult the regulations. The Navy’s protocol “bible” is The Social Usage and Protocol Handbook (OPNAVINST 1710.7 - 7/17/79). It contains guidance on protocol questions from invitations and seating arrangements to toasting, formal dining and precedence. While I often consult civilian protocol books, the Navy’s instruction is the source for answers about events that are strictly maritime, such as launching, christening and commissioning ceremonies and the tradition-laden Navy Change of Command.

In the protocol business, the omission of even the smallest detail can cause an international incident.

My day-to-day job requires me to juggle guest lists, invitations, menus, music and a myriad of other details for up to ten future events at a time. These are attended by high level military officers and civilian government officials, foreign dignitaries, U.S. Congressmen, celebrities and senior business leaders. Because these functions have such high visibility, attention to detail is paramount. In the protocol business, the omission of even the smallest detail can cause an international incident.

Once a month the CNO hosts his

counterpart from a foreign Navy for a week-long visit to the United States. The Navy’s Foreign Liaison Office works with officers at each Naval base that the delegation will visit to coordinate such details as itineraries, transportation and lodging. My responsibilities during these visits involve planning all local events hosted by our CNO, including the courtesy call and gift exchange, luncheon with staff admirals, a ladies’ program and a formal dinner at the CNO’s quarters. I recommend who to invite, what to serve, appropriate musical support, and I work with the musicians to come up with a program that will include one or two songs from the guest of honor’s country.

Planning the seating arrangements for these international dinners can be a challenge. Some guests may require an interpreter, and the delegation usually includes more men than women, making it impractical to strictly follow the traditional rules of protocol. In these cases, common sense and the comfort of the guests is more important than following the regulations, and I strive for an equal ratio of men to women, foreigners to Americans and senior officers to junior officers at each table.

My job is not finished even after all the dinner arrangements have been made and the last place card and menu have been triple-checked. For official dinners and receptions I am always present at the CNO’s quarters to ensure that the evening flows smoothly, from the time the guests arrive until they leave. I would not want the CNO or his

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In the Spotlight — Protocol Offices & Officers

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wife to have to think about anything other than enjoying their guests, so I try to blend into the background to ensure that coats are taken, the food is served properly and the entertainment starts promptly after dessert. I finally start to relax as I hear the U.S. Navy Band play. At the end of a recent dinner in honor of the Australian CNO, I knew the evening had been a success when all of the Americans and Aussies joined the Navy's Sea Chanters in singing "Waltzing Matilda".

As stressful as it can be ensuring that the boss always looks good and that no detail is overlooked, the job does have its share of fun. The most enjoyable project I recently worked on was an "extra-curricular" event: the CNO's annual trip to Philadelphia for the Army-Navy game. It required a team

effort by the CNO's staff to coordinate all of the logistics involved in transporting the CNO and 100 of his paying guests to Philadelphia for a day-long party. Even though this was an informal, unofficial event, it required the same protocol skills to coordinate invitations, game tickets, stadium seating, transportation and catered meals on the train and at the stadium.

My day began at 3:00 in the morning when I supervised the set-up and decoration of our two railroad cars. The entire train was dedicated to the crowd of VIP's from the Army and Navy, and competition for the best-decorated cars was fierce. Before we departed Washington, I had asked the conductor if he could configure the public address system so I could make announcements to only the Navy cars. As we

approached Philadelphia, I passed instructions to the Navy guests over the loudspeaker. It was not until I had concluded my speech with a loud exhortation to "GO NAVY! BEAT ARMY!" that I saw a red-faced protocol officer in a green uniform approaching me from the Army's cars to inform me that my announcement had been broadcast throughout the entire train! That was when I called on my sense of humor which is, along with a thorough knowledge of the regulations and Naval traditions, one of the prerequisites for being a good Navy protocol officer. ■

Travel Tips

Gamma Globulin Shortage

According to the Centers for Disease Control and Prevention (CDC), travelers planning to visit developing countries will likely encounter difficulty in locating gamma globulin doses. The shortage is the result of unusually high military demand for use in the Middle East, Haiti and Somalia.

Gamma globulin, also known as immune globulin, is made from human blood plasma and provides antibody protection against hepatitis A — a viral inflammation of the liver — which is often contracted from contact with contaminated food or water. With or without the inoculation, travelers should be wary of what they eat and drink.

The Centers for Disease Control and Prevention recommends gamma globulin for travelers to all countries except Canada, Japan, New Zealand and Western Europe, and especially for those going into back country areas. ■



Official U.S. Navy Photograph

Chief of Naval Operations, Admiral Mike Boorda, right, exchanging gifts with Chilean Chief of Defense, Vice Admiral Jorge Arancibia, at the Pentagon during a counterpart visit (11/4/94).

Focus On...

International Relations

Diplomatic Immunity

by Robin Baker

Diplomatic immunity, one of the oldest concepts in international law, is rarely well understood by the general public, especially since what they hear about often seems to be an abuse of diplomatic or consular status, as reported by the press. If a host government disregards immunity, a protest may follow claiming that the shield of immunity has been pierced. In our country, the U.S. Department of State is responsible for extending privileges and immunities to official representatives of foreign governments as well as enforcing limitations on controlling abuses of such immunity.

Diplomatic immunity is a principle of international law by which particular foreign government officials are not subject to the jurisdiction of local courts and other local authorities. The concept of immunity began with ancient tribes. In order to exchange vital information, messengers were allowed to travel from tribe to tribe without fear of harm. They were protected even when they brought bad news.

Today, immunity protects diplomatic activity by exempting diplomats from local jurisdiction so that they can

perform their duties freely, safely and independently. Diplomatic immunity is not meant to benefit individuals personally or to invite flouting of the law; it is meant to ensure that foreign officials can do their jobs without restrictions that govern the activities of local citizens. Under the concept of reciprocity, diplomats assigned to any country in the world benefit from diplomatic immunity in the same measure as their opposite counterparts.

Legal Framework

The Vienna Convention on

Diplomatic Relations of 1961 and the Vienna Convention on Consular Relations of 1963, codified most modern diplomatic and consular practices, including diplomatic immunity. More than 140 nations, including the United States, are parties to these treaties. The conventions provide immunity to persons according to their rank in a diplomatic mission or consular post and according to the need for immunity in performing their duties. For example, diplomatic agents and members of their immediate families are immune from all criminal prosecution and most civil law suits. Administrative and technical staff members of embassies have a lower level of immunity. Consular officers serving in consulates throughout the country enjoy an even lower level of immunity. Members of an embassy's service staff and consular employees are

see *Immunity*, on page 13

DIPLOMATIC				CONSULAR	
Diplomats* (Ambassador, Ministers, Counselors, 1st, 2nd, 3rd Secretaries, Attaches)	Administrative & Technical Staff (Clerk, Typists, Procurement Officers)	Service Staff (Drivers, Gardeners, Cooks, Security Guards)	Personal Servants (Maids, Butlers)	Consular Officers (Consuls General, Consuls, Vice Consuls)	Consular Employees (Clerks, Typists)
Full Criminal Immunity	Full Criminal Immunity	Criminal Immunity for Official Acts Only	No Immunity	Criminal Immunity for Official Acts Only	Criminal Immunity for Official Acts Only
Family Members Full Criminal Immunity	Family Members Full Criminal Immunity	Family Members No Immunity	Family Members No Immunity	Family Members No Immunity	Family Members No Immunity

* This category includes diplomats at the Organization of American States and members of missions to the United Nations and a small number of persons at the World Bank and International Monetary Fund.

By special agreement, on a reciprocal basis, all personnel at a limited number of embassies and consulates (and members of their families) may enjoy full criminal immunity.

Focus On...

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immune only for acts performed as part of their official duties.

The United States considers the Vienna Conventions particularly important because of the large numbers of American diplomatic and consular personnel stationed in countries where judicial systems are very different and less protective of individual rights than our own or where unfriendly governments might use their police authorities to harass American diplomats and their families. Failure by U.S. authorities to uphold the Vienna Conventions would complicate U.S. diplomatic relations and could lead to harsher treatment in foreign courts of U.S. personnel abroad.

Abuses of Diplomatic Immunity

Under the Vienna Conventions, all persons entitled to immunity have the obligation and duty to respect the laws and regulations of the host country. Immunity is not a license to commit a

crime, and violations of the law are not condoned. In the United States, any time a person with immunity is alleged to have committed a crime, the Department of State advises the concerned government of the incident and, where prosecution would be the usual procedure, requests a waiver of the alleged offender's immunity so that the case may be heard in the appropriate U.S. court. If immunity is not waived, the Department of State may, in serious cases, order the withdrawal of the offender from the United States. In the case of an offense committed by a member of a diplomat's family, the diplomat as well as the entire family may be expelled. Diplomatic visas of serious offenders are cancelled and their names are entered into a worldwide lookout system to prevent them from returning to the United States.

The Department of State's Office of Protocol works with any injured parties and the foreign government in question

to secure restitution in those cases where criminal incidents have resulted in injuries to individuals. Protection for U.S. citizens is also provided by the Diplomatic Relations Act of 1978 and related regulations that require that before a person with immunity can obtain license plates for a vehicle, there must be proof of liability insurance. Anyone injured in an automobile accident by a person with immunity may bring a direct action against the vehicle's insurer in U.S. District Court. In addition, diplomats do not have a right to endanger public safety by driving a vehicle while under the influence of alcohol or by disregarding the rules of the road. Police may stop them and, if they are intoxicated, prevent them from driving. Police issue citations for driving offenses and the Department of State revokes drivers' permits for any persons found to be unsafe drivers or any who continually abuse driving regulations. Furthermore, some countries follow the practice of investigating and, if appropriate, taking legal action against their own diplomats who are accused of breaking a host country's laws.

In those cases where immunity prevents the initiation of civil suits, the Department of State mediates the dispute in the effort to find a satisfactory solution. It should be noted that over the years the vast majority of persons entitled to some form of diplomatic immunity has been law-abiding, and only a few have ever run afoul of the law. Unfortunately, the offenders have displayed behavior so egregious that the publicity it attracted caused irreparable harm to the reputation of the entire diplomatic community. ■

Information for this article was provided by the United States Department of State – Bureau of Public Affairs and Office of Protocol.

Travel Advisory**Avoiding Trouble**

Warnings issued by the U.S. Department of State recommending deferral of all travel, presently cover: Afghanistan, Algeria, Angola, Bosnia and Herzegovina, Burundi, Colombia, Guatemala, Iran, Iraq, Israel (East Jerusalem, Gaza Strip, West Bank), Lebanon, Liberia, Libya, North Korea, Peru, Rwanda, Serbia and Montenegro, Somalia, Sierra Leone, Sudan and Tajikistan. Consular Information Sheets containing more limited warnings currently cover: Azerbaijan, Congo, Ethiopia, Gambia, Haiti, Latvia, Lesotho, Russia and Zaire. For updated status, check with the Department of

State/Citizens Emergency Center (202) 647-5225 from a touch-tone telephone, (202) 647-3000 from a fax machine or download information directly from the Consular Affairs Bulletin Board (202) 647-9225; 2400/N/8/1.

The U.S. Public Health Service/Centers for Disease Control and Prevention (CDC) has added Cape Verde and the Gaza Strip to and removed Iran, Malaysia and Sri Lanka from its cholera list and has made no changes to its plague and yellow-fever lists.

For additional information, access the CDC's International Travelers Hotline (404) 332-4559 or Faxline (404) 332-4565. ■

F.Y.I.

Questions & Answers

Q: I recently visited several foreign embassies in Washington, D.C. and observed that the grounds were protected by Secret Service agents. In addition to its responsibilities for dealing with counterfeit currency, what is the role of the U.S. Secret Service with regard to protecting dignitaries? I thought the agency protected only The President and Vice President.

A: Titles 3 and 18 of the U.S. Code outline the mission and authority of the United States Secret Service, an agency of the Treasury Department. The protection responsibilities include: protecting the President, Vice President, President-elect, Vice President-elect and members of their immediate families; major Presidential and Vice Presidential candidates; former Presidents, their spouses and children

under 16; visiting chiefs of state and heads of government; and, at the direction of the President, other distinguished international visitors and U.S. officials on special missions. In addition, the agency provides security at the White House complex and other Presidential and Vice Presidential offices as well as at foreign diplomatic missions throughout the United States.

Q: In October, Queen Elizabeth visited Russia. Why was this trip so unusual?

A: Britain's Queen Elizabeth made an historic visit to the Russian Republic (10/18/94) in the hope of ending decades of residual tension. The trip signalled that the British royal family believes that Russian leaders have sufficiently atoned for the July 1918 murders of Tsar Nicholas II and his family. The Tzar's wife, Alexandra, was a daughter of Britain's Queen Victoria, who was queen Elizabeth's great-grandmother.

Q: How do major hotels in the United States decide which flags to fly?

A: Since there is no absolute rule, we chose to report on the system used at The Plaza Hotel (Central Park South at Fifth Avenue), the famous 800-room luxury hotel in New York City that is routinely the local residence of distinguished international visitors. The Plaza hangs five flags at a time. Two of the five are always the same: the flag of the United States and the emblem of the hotel. The other three are changed at least once daily, if not twice and three times depending on who is staying at the hotel on any given day. High-ranking government officials, diplomats, corporate presidents and large international delegations are most likely to be honored with the flying of their national or state flag. ■

Questions (and answers) may be mailed to Protocolum F.Y.I., 100 Park Avenue, 18th Floor, New York, NY 10017 or sent via facsimile to (212) 316-4298.

Media, continued from page 3

of the press aide with the assistance of security agents if necessary. Disorderly headlong dashes of photo-journalists from one position to another are to be avoided!

Hosting institutions, especially if they are non-profit organizations, often want to introduce their boards of directors or trustees to the VIP. It is advisable, however, to keep courtesy meetings of this kind well separated from the main activity: there is nothing more frustrating for photo-journalists or TV ENG crews than a phalanx of backs to cameras. Usually the VIP should be pictured with no more than one or two hosts.

The same principle applies to so-called "house" photographers: the press

aide should ensure that they do not impose themselves between the media position and the principle activity.

As far as possible, each and every press opportunity should be explained in a planning schedule which can be issued to the media shortly before the visit takes place. This should be distinct from the general press release about the visit which will already have been issued. The schedule should go into greater detail than the press release, announcing the press release, listing the press check in time for each event, as well as the VIP's arrival time, the location, and the nature of the media opportunity so that busy assignment editors can visualize what is involved and quickly decide whether the event is likely to be news-

worthy from their point of view. If a city-wide newswire exists, it is helpful to obtain their cooperation in issuing each day's advance schedule to local editors.

Even with the best preparation in the world, every VIP visit involves some re-writing of the game-plan, and flexibility is often the order of the day. Still, having a basic plan and trying to stick with it can help to maximize the "wheat" and minimize the "chaff"! ■

Angus Mackay is a Vice Consul, responsible for Press and Public Affairs, at the British Consulate-General in Los Angeles. He has organized press and media facilities for visits to southern California by most leading members of Britain's Royal Family, and by British

Independent States of the World*

SHORT-FORM NAME	LONG-FORM NAME	ABBREVIATION	CAPITAL
Afghanistan ^{1, 2}	Republic of Afghanistan	AF	Kabul
Albania ^{1, 2}	Republic of Albania	AL	Tiranë
Algeria ^{1, 2}	Democratic and Popular Republic of Algeria	AG	Algiers
Andorra ^{1, 2}	Principality of Andorra	AN	Andorra la Vella
Angola ^{1, 2}	People's Republic of Angola	AO	Luanda
Antigua and Barbuda ^{1, 2}	(no long-form name)	AC	Saint John's
Argentina ^{1, 2}	Argentine Republic	AR	Buenos Aires
Armenia ^{1, 2}	Republic of Armenia	AM	Yerevan
Australia ^{1, 2}	Commonwealth of Australia	AS	Canberra
Austria ^{1, 2}	Republic of Austria	AU	Vienna
Azerbaijan ^{1, 2}	Azerbaijani Republic	AJ	Baku

¹ - Diplomatic Relations with United States; ² - Member of United Nations

* In this listing, the term "independent state" refers to a people politically organized into a sovereign state with a definite territory recognized as independent by the U.S.

Source: U.S. Department of State, Office of The Geographer

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