
DIPLOMATIC MISSIONS' ORDER VERSUS SECURITY AND SUSTAINABILITY

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Abstract. The paper attempts to highlight of the security crisis measures of internal and external of diplomatic mission before or after exposure of risk. Diplomatic missions represent their country, as an authority and an entity, concerning their diplomatic obligations towards the receiving State. The mission may be exposed to natural events such as earthquakes and floods or manmade events such as breaking thru a location for causing terrorism and electronic espionage. The employees, on their various levels and job positions, devotion to work and loyalty to their country, are the secret of their success in achieving the mission security. Security comes from the inside before being achieved from the outside. Working within a one-team-spirit increases the preparations for facing risk plus the incessant coordination with the receiving State governmental departments for reporting to them about any potential emergency that may occur. This increases the mutual trust between the mission of the guest country and the receiving State in crisis management. The evaluation of maintaining security success is a reflection to the receiving State power, the velocity and wisdom of the procedures taken by the mission of the guest country.

Keywords: Diplomatic mission; Gathering Information; Technology; Analysis; Risk; Internal preventive; External preventive; Strategies; Decision; Control; Crisis; Evaluate; Time management

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Additional disciplines: political sciences; sociology

1. Introduction

The Ministry of Foreign Affairs, at any country, prepares their employees to accurately bear their duties performance missions, especially when they are assigned to represent their country at other countries to protect their country interests abroad, from one side and protect their citizens therein, from the other. In order to perform their various responsibilities of the diplomatic mission employees, they have to optimally secure their safety and the mission safety against any risk that may arise by the most extreme terrorists who work independently or within unknown connections. Moreover, the mission employee must have the ability to expect the potential risk against the mission, the thing that may cause a crisis in the form of aggressive demonstrations near the mission location or against their properties, such as the attempt of a demonstrator to enter the mission building forcedly for attacking their employees, throwing bulletins therein, conflicting harms against them or taking pictures for the employees reactions for insulting this mission.

On the other hand, the receiving State undertakes to protect the building and the mission employees through various diplomatic immunities under the provisions of the 1961 Vienna Convention. However, the mission employees must inform the receiving State all details when they feel risk so that the receiving State can gain the time factor in providing the required safety procedures.

Herein, the mission employees must perform several procedures for avoiding the potential security crisis and making the required communication for providing the good climate and the positive dealing with their results. In addition, the wiser the mission head is, in the procedure of orienting his cadre towards their obligations before the host country laws and norms on one side, and adhering to good behaviour among themselves inside the mission and towards the mission visitors for receiving services at a human manner while reflecting the mission positive image, the lesser the mistake that may afflict the mission and their employees will be.

2. Research Questions and Objectives

Having reviewed several examples of the diplomatic missions and witnessing number of forms of risks and threat and the inability of providing the necessary protection and security, we elaborated on the following research questions:

1. What are the inputs to the diplomatic mission of information that must be provided to the staff of the mission to avoid a risk, which may the mission face?
2. What are the internal and external procedural operations and policies to protect the security of the mission and the security of its employees to eliminate risks and threats?
3. What are the strategies required to contain the crisis that may a mission and its staff during be exposed?
4. What is the feedback to be applied after the implementation of security measures to protect the mission from the security crisis?

Consequently, the main objectives of our study is to explore the internal and external procedures which lay their responsibilities on the shoulders of the diplomatic mission employees to safeguard the mission against a potential security crisis and getting acquainted with this aim through the following measures:

1. *Information volume* to be available for the mission employees for avoiding the risk that the mission may be exposed to.
2. *Internal and external preventive procedures* for protecting mission security and their employees against risk.
3. *The strategies of containing the security crisis*, which the mission and their employees might be exposed to on the meantime.
4. *Methods of evaluating* these security procedures to safeguard the mission from risk after being applied and avoid mistakes repetition committed in the meantime.

Crucial importance of our research is to cast light on the stages, which security procedures pass through in avoiding risk and managing potential crisis. This will boost the mission employees skills in facing this crisis or making sure that it will not exist and their ability to protect the mission building against penetration or espionage and change the concept of the traditional diplomacy. This one depends on the international law in the frame of informative diplomacy, which makes the mission employee bear the complete responsibility of protecting himself, controlling the permanent mission security and updating the procedural methods used to be taken in the past and present.

The possible classification of the research importance are as follows:

1. *Strategic importance*: the strategic plans and the long-run visions of the mission employees in handling the security crisis and gaining the experience and complete readiness in being on the alert to avoid any risk that might close or reduce the number of the mission employees, is the element that affects the diplomatic work volume between the two countries.
2. *Informative importance*: to identify the quality means of the mission employees collecting information and analysing this information before the security crisis occurs and their legal and ethical commitment which

ascertains the dual relation between the two countries.

3. *Cognition importance*: an analytic description of all risks, which the mission employees may be exposed to, especially the diplomatic and administrative cadre at the mission approved at the receiving State where they can be benefitted from and the application of safety procedures on the diplomatic missions abroad, controlling and overcoming that potential risk.

4. *Scientific importance*: the security procedures for protecting the mission from the inside beside the international law for applying the external procedure in protecting the mission under the supervision of the mission head on the mission and his employees administrative and organizational division. This may benefit the researcher in developing the diplomatic sector field, which will open the horizons before diplomats and administrators in playing a bigger role through getting familiar with security procedures on all types of risk, in general.

3. Information Gathering in a Diplomatic Mission

The possibility of successfully interacting with the surrounding external environment cannot be fulfilled unless with a sound internal management in order to be able to manage the surrounding external issues. Administration of issues is the ability to understand, move, coordinate and direct all functions of strategic and political planning and all of the skills of public relations toward one goal, which is to participate in the creation of public policy that has an impact on the future and the personal and institutional destinies (Abdul Majid, 2008, p.142).

Scanning of the external environment helps to provide security for the mission to face any possible risk of hindsight, because the mind works in a survey of environments. In addition, it tries to find meaning to realize and recognize the development of future alternatives and decides what should be adopted. Taking into consideration the expectation (or the discovery) of the threat in which the diplomatic mission faces does not come out of being a framework to think about in the future (Noor al-Din, 2008, p.85).

The risk cannot be detected unless after the processes that follow the diplomatic mission to gather the information and facts surrounding the mission's issues that could be affected by it or affects it. Interpreting and analysing it with precision and identifying it so that it can be controlled and take immediate corrective measures to address and resolve it with the measurement of severity and the size. Investigation of the information is a source of strength to deal with the external environment and control it and as so, why does the nations tend to spy on each other? Why do the professional soccer players tend to study the opponent's plans and the method of playing? Because the information is a form of power, whenever any party acquires a greater quantity in comparison with the other, its chances of catching victory will be increased (Dawson, 2008, p.243) .

It is best for a diplomatic mission to operate as an open system, working to increase the chances of survival, since the diplomatic missions that balance between the characteristics of natural systems are labelled as reliable and are able to continue re-creating itself in addressing the environmental challenges in an open system. As for the missions that operates as a closed system in isolation from the environment, it is likely to collapse due to its inability to understand the surrounding external environment and interact with it (Smith, 2007, p.15).

In order to understand the external environment, it happens through the availability of adequate information on the facts and events without restrictions that prevent random incorrect information or doubtful unreality that causes confusion, deterioration and risk to take appropriate action to combat the threat and scale it from spreading.

The knowledge construction in any way of the ways is due to what causes the activation of our nervous system by a source outside of our minds. It was defined as: a set of facts, concepts and registered knowledge that can benefit, and mean to do the work of the acts or in a decision-making, we see from the study of the above definitions that they agree that the information are no longer in that case, unless after adding a new knowledge to the insider's awareness by being able to be certain of the fact of anything (Hmushari, 1994, p.34).

The foundations on which dealing with the sources of information must be based, in order to ensure the credibility and safety of this deal. These things will not be possible to achieve unless with the proper understanding of the information by the staff of the mission, which requires the need for the information gleaned analysis of the source through a scientific analysis that can be provided by a source directly. Moreover, if it is an established fact that the sources of information in the present time with a massive multiplicity. The possibility of maintaining the information is repeated in more than one source, which requires the knowledge of the sources available to them, and confine it strictly and accurately. Then review the information in each source that mentioned it to assure its correctness and completeness. If each source of the open source had informative criterion that includes many of the files and pages in which the information may strew with its different particles in more than one location, the employee of the mission must extend his knowledge of open source in order to cover all the contents of the source. In light of the previous presentation we can identify the most prominent public constituent of a security deal with open source as follows (Kamel, 1999, p.67):

1. Confirm the information correctness to identify the facts and correctly understands it which gives the ability to discover any security problems.
2. Ensure the proper understanding of the information through the related analysis, as so, there must be an understanding with different degrees of the information and corroboration of its sincerity and authenticity which is a great responsibility of a mission employee to scrutinize this multiple quantity of information and select what benefits him/her this information, especially what is related to the security dimension.
3. Limit an open source and comparison of the information mentioned in all of them. The limiting of the available open source information targets the information field and updates its lists by adding the developments of these sources. That is an effort that has strategic importance, which links the mission by an employee of the information revolution that we live with now.
4. Provide full access to the contents of the open source including files and pages and increase our clarification of this constituent: the security of information targeted by the security services of the open sources may be related to an information that predicts the risk that is possible to take shape due to various reasons which may lead to the occurrence of exacerbations. These may be social, economic, political or environmental reasons.
5. Precise qualitative identification of the security information gleaned from the open sources, the accuracy of data and information helps in the effectiveness of security decisions.

To conclude this chapter, we state that the integration of new information with old acquaintances describes the use of the principles of preventive policies that should be applied with a tactical manner for achieving a result and not just for showing care. This requires a kind of focus and skill because the information supplied to the diplomats with an energy to always move forward. It is possible to sense more than alarms or signals or there are signs that have not been observed, those that change the decision-making equations and affect it, then the diplomat is able to move and anticipate for risk, and avert it by the rapid response to the source of the signal even if they are small (Noor al-Din, p. 86, 93).

For the results to be more positive, we believe that the mission's employees follow the most important methods when dealing with the following information:

- *Brevity*: the data will be summarized in the way that directly shows what is required for the president of the mission.
- *Completeness*: all of the information must be displayed in an integrated manner so that there is no room for question.
- *Display*: the presentation of the information's method would be in writing, better than verbal, and in a way that is simple, easy and convincing. It must be documented with dates, days, hours and location.
- *Accuracy*: the information must be accurate in a way that serves the purpose for which it was collected for.
- *Timing*: providing information in a timely manner since the omission of the time element contributes in losing of its value.
- *Implications and bias*: when preparing the tools of data collection, it must be taken into account not to use the phrases that imply certain answers or be biased in a particular direction.
- *Confidentiality*: maintaining the exchange of information when sensing risk with the Head of Mission and the authorized staff to investigate the damage expected to occur and not to spread information randomly, which can

create fear among the staff of the mission.

- *Archiving the information*: the ability to store previous events faced by the mission, which are expected to occur, whether electronically or manually in order to connect the events in case it occurred again, and re-analyse it.

4. Types of Preventive Policy Planning

The protective security procedures against the crisis are in their nature of an innovative development, but reasonably from where to find accurate, detailed, prepared and preventive measures to counter the risk of a crisis (Paul, p.24). Since the diplomatic missions interact with the permanently developed and various environments, and in order for this interaction to be feasible, it requires from the leaders of the missions to be attentive to the information in terms of contents, density, diversity and multiplicity of sources obtained and the active focus in preparing the plan, which itself is an expensive process that needs skilled leaders and adequate time, and the necessity of availability of an enormous quantity of information and date in the preparing to choose the preventive policy when sensing a crisis.

Before starting with these procedures, the mission's employee must have a planning art, which is an organized, and a continuous operation that is subjected to the regulations and is early codified prior to the scheduled time in the occurrence of a hazard, it targets.

The effective planning operation is contributed in prevention of the possibly occurring risk and the preparing to respond in case of its occurrence then going back to normal after its ceasing. Planning is the main basic unit for any effective management to deter risk regardless of its type, planning basis can be applied whether of any type, and there is no guarantee that the used plan for any condition will achieve a complete success, but any unplanned or extempore alternative method can complicate the crisis and leads to failure in facing it. In order to make a plan to encircle the risk of whatever type, is through: the estimation of the positions, preparation of hypotheses or different scenarios for those types and select the one that is most likely to occur, the plan is made to face it while taking the means and available tools into consideration, since early facing can ease the rapidity of dealing with it (Mahna, 2008, p. 242).

Planning through the data also includes the technical side and connects them with the procedural variables and the behavioural and environmental ones, as for the researchers defined planning as follows:

1. It is a guide or mentor for the development of industrial recommendations of its makers through the harmonization between the means and the goals and achievement.
2. It is a primary guide refers to insurance in the completion of certain fixed goals, as well as to bring along an organized change in the community.
3. It is a mean to change the behaviour and direct the work by its makers (Mahna, 2008, p. 37).

Depending on planning in the primary level, predicting any risk helps the diplomatic mission in facing the various and variable conditions and preserves its level of consistency and security. In addition, it supports forming an awareness of its receiver, and the ability to overcome the obstacles and ensure the condition of development and progress. There are three main characteristics for planning as it helps to detect the future chances, it enables to take precautions and avoid from future obstacles and it provides the various plans to face the occurring changes in the environment (Alani, Jawad, p.40).

In order to build strong teams inside the mission and properly managing it, it depends mainly on the manager of the diplomatic mission and his/her ability to distribute the roles according to the size and the importance of the event and the dimensions of its effect on the shared relations between his/her country and the receiving country. We can follow the structural characteristics of the planning processes that help to cope with the crisis that is possibly occurring through:

- Creation of flexibility and operation's efficiency in decision-making: since the authorization of the mission's chief is considered the most important purpose, while treating any incident that may cause a risk on the mission,

some events may require the rapidity in taken the appropriate decisions. Without waiting for the responsible person in which this decision is a part of his/her specialization, the authorization means the transfer of the right of decision-making from the president to the subordinates, giving them the required authority to perform certain tasks or solve certain problems.

- Assigning responsibility to a single individual or a certain group depending on the size of a mission (Paul, p.25): the determination of the task of each employee by the head of the mission is inevitable and necessary when predicting a damage and is one of the most important preventive policies elements through the distribution of powers on the staff of the mission, such as determining the authority of the official spokesman and especially the authority of his/her dealings with the media. Its importance stands out in unifying points of the presentations to ensure that no conflicts of information are to be published about the event in which the mission has faced (Mahna, p.244).

- Organization to achieve rapid, accurate and effective communications: coordination between the crisis repulsion team and the leadership levels helps to avoid any flaw or problem during facing it, and the communication technology is inevitably. This allows by special facilities (mobile phones, e-mails...etc.), solved multiple problems that used to impede communication between the members of the team on one hand, and the higher leadership on the other (Paul, p.27).

In conclusion of this chapter we state that preventive security policy planning is an important basic point in the diplomatic missions; it contributes the prevention of crisis, decreasing its effect, and avoiding the sudden incidents that associated with it, furthermore, it allows the working team to repulse the risk and enables it to prepare a proper and effective reaction to face it efficiently and get ready in facing the expected urgent incidents.

5. Strategic Security Procedures

This step comes after all of the protective efforts that have been depleted and the diplomatic mission becomes in a situation to face the crisis, the method of dealing from the mission's perspective on the basis of the presence of strategies that manage the repellent communications or address the situation to deal with it, and this step shows the failure of executive officials to prevent the crisis during the previous two chapters.

The similarities between The fall of Macbeth in Shakespeare's classic works and the tragic failure for some executives of the diplomatic mission is clear when they are confronted with a risk, their end was not as the end of the fall of Macbeth's ambition only, but in the collapse of self-confidence that was not defeated regardless of his/her actions. Many executives believe that their administration can stay away from public criticism, but their false beliefs become obvious to them after it is too late when they provide justifications for their actions during the exposure to a hazardous event (Smith, p.29).

The embassies or the diplomatic missions must work as one team in many methods that enable them to repel the crisis and diminish its sharpness and reflections in the in the moral and personal threat, and these methods are involved under the concept of strategy which is of the concepts in all of the various humanitarian activities. This approach is used to denote the goal that is being reached by the action, and it is part of a holistic scientific dimensions successfully associated with the employees of any diplomatic mission and is widely used by researchers and thinkers in political, social, economic, military and scientific affairs .

Some considered the strategy as a plan to achieve goals based on a specific behaviour, others considered it as decisions specific for leaders to achieve a purpose base on a project that contains a group of procedures and inquiries and others considered it as an activity. Some others described it as a science and art to use the power in order to help the decision-makers, but all of them agreed that it achieves goals.

Based on the above, we may state, that the strategy in general is a scientific, artistic and holistic intellectual approach, based on information and knowledge because it is a dynamic and scalable, carried out by experts, specialists and researchers, and is the most indispensable of the planning processes, the alteration tools, the mission, culture, knowledge, and environmental managements. It is an extension and radical development of

the concepts of the strategic plan and its supplier, they represent the diagnosis and installation of the mission's present in future perspective proceeding according to knowledge-based approach, using the resources and available forces, that contact with the internal environment to generate outputs and help the heads of mission to achieve their goals in the external environment and under different circumstances.

6. Evaluation Procedures

After dealing with the crisis in which the diplomatic mission has faced and after analysing it, determining its priorities and taking the necessary procedures, it is important to observe the progress that was achieved or the corrective actions that were added. This observation can be described as a part of the mission employee's activities or the authorized committee to follow up the administration's result of the risk and the resultant damages, whether on the mission or on its employees.

Many times, this committee which is usually composed of the (head of the mission, a diplomatic employee, administration or local employee based on the need and the evaluation of the head of the mission) by a regular seasonal or monthly observation based on the intensity of the crisis that occurred or is expected to occur. Consequently, to re-evaluate each risk in the reasons behind the crisis' initiation and according to the circumstances and the new expected possibilities. Some approximate solutions can be added to the list and delete the former, the acquired information over the time might change the intensity of the crisis in a major way (Larman, 2004, p.27).

Not all the dealing with the security crisis in which the diplomatic mission has faced is the same, some security crises end by a success due to the skills, others end suddenly and die out by themselves, others lead to the shutting down of the diplomatic mission permanently or temporarily such as the shutting of the German Embassy down in Cairo (July, 2015) because its employees were threatened by explosions.

We may conclude with the statements, that the diplomat should follow methods to manage communications when evaluate his/her skills, activity and performance in the different levels of crisis management. Starting from the evaluation of the plans, protective policies, going through the evaluating of the effect's degree on the public of the diplomatic mission externally and internally and its interaction with the media in relation to the strategic goals since it contains crisis' fallout. Furthermore, the evaluating of the alternative plans that are needed during the confrontation process reaching to the full evaluation of risk and lessons learnt from the confrontation and the cessation of the event.

Dealing with the crisis successfully depends on many connections, like the retrieval of the mental image of the internal and external public, while measuring the time factor in the taken procedures. These should adequate to control the crisis in a way that does not affect the nature of the activities of the usual diplomatic mission and its morale's entity and safety of its chief through the evaluation and reviewing of all steps of the threat's fallout.

Conclusions

The achieved results from our research are considered as the answers of the research's questions and carry the future realistic visions in order to give importance to the subject of the security procedures in the protection of the mission from the risks and threats. Crucial is the necessity of activating it inside the diplomatic mission of the receiving State and to develop its actions and affects towards safer and more secure society. The most important and significant recommendations are listed below.

1. The knowledge building for each mission's employee is the first essential base by which they gather facts, thoughts and notes regarding the receiving State and weakness points and fortes so it can establish a full data system in a specialized program or connected to the other computer programs of his/her colleagues and updated daily. Notifying all the mission's employee regarding the former incidents that threatened the diplomatic mission along with the continuous awareness for the important incidents in the receiving State whether by notification via a private message or through the connected computers of the mission's employees or through a morning

daily meeting by the head of the mission, with the concealment of the information and not leaking it outside the mission, is elementary.

2. Take caution by mission's employees to reduce the incidence of the risk, by putting plans that commensurate with the technological development, the contemporary international relations and the awareness of the mission's employees, that s/he and the mission headquarter have diplomatic immunity and protection by the receiving State, that enables them to immediately report any risk expected to occur in addition to the guidance of the staff of the mission when they start the mission in ways to protect themselves inside and outside the Mission.

3. Methods of strategic decision making to cope with the crisis depending on the head of the mission and his/her experience and his/her handling of the situation with wisdom and precision and speed through instructing the mission staff using the latest technical means in the mission to protect it and protect themselves during a crisis, the constant anticipation surrounding the mission of any suspicious and different movement from the rest of the working days reduces the size of the crisis, in addition to the presence of warning devices in the mission and the mission staff phones along with the emergency numbers, that will potentially be called to confine the crisis and limit its impact's strength.

4. The process of monitoring and reviewing the past mistakes in which the diplomatic mission or one of its employees have faced or been threatened by it respectively, or faced some kind of risk which is one of the most important methods to update procedures to face the crisis, in addition to the renovation of those actions through a dialogue and an exchange of views by the head of the diplomatic mission with the mission's staff or with government's authorities of the receiving State and checking the errors in which the mission has faced when facing the risk and not to repeat those mistakes whether related to the speed of procedure taking or lack of information or weakness of expertise.

5. Diplomat should require to interact with all parts of the receiving State's society and with all of their different sects without being biased by attending to all of the cultural, social and economic centres that the country holds, to progress, learn, and acquire knowledge and experience especially interacting with the other diplomatic mission employees, perhaps they have a clue regarding an expected incident.

6. Affirming the exchanging of information between the diplomatic mission and the government of the receiving State openly, because concealing the information in the developed technology era is considered a weakness in procedures and lack of trust in the receiving State and especially when the mission faces an expected security crisis.

7. Diplomatic mission should develop strategies that are proportional to the society's development in different fields, and it is not just used in the security aspects, but in all circumstances to achieve success and stabilize the relations and mutual interests between countries.

8. Diplomat should reinforce his/her relations with the media institutions and centres, so that s/he can have a strong detailed base regarding the policy and orientation of each media institution so s/he can communicate with it whether in exceptional, or normal situations

9. Stick to the mission's regular leadership that is not over reacting, which is not affected by the pressure while facing the crisis and providing the organized education and long-term vision in the selection of alternatives during the expectation of a possible security crisis, a successful behaviour can be formed in the security management of the Mission. In addition, Emphasis on harmony and contentment between the head of the mission and the mission's employees and among the mission's employees themselves in different job's levels, because the power of crisis' detection is depended mainly on working as one team

10. Any mission's employee should not leak information regarding the working circumstances in the mission s/he works in to any external agencies, or personal information regarding a mission's employee because the receiver will find those as weakness points in the mission that can be exploited to sabotage the mission.

11. Emphasis on the mission's employees regardless of his/her job degree or position in the mission when finding or feeling any defect in the mission with regards to the different techniques and electronic devices, or when hearing any incident that can form a risk on the mission and can be converted to a crisis. The instant notification to the head of the mission helps in avoiding the defect or affirming the incident, without neglecting or ignoring it, everyone should have the career diligence and a sense of responsibility in maintaining the security of the mission and his/her colleagues at work.

12. Praise the mission's employee by the head of the mission when s/he does the right job in preserving the security of the mission whether in preserving its funds from being robbed or sabotaged or any other action

that is risky to the mission, and this will encourage the others to feel responsible in preserving the security of the mission, because the lack of encouragement and the continuous reproach by the head of the mission to the employees will increase their resentment and they will lose their feeling of responsibility toward the mission.

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