

**Capacity Building for SIDS Climate Change Negotiators (Project ID 87071)**  
**UNDP SRO Progress Report and Next Steps**



September 2013

The Government of Australia and UNDP are collaborating on a project “Capacity Building for SIDS Climate Change Negotiators”, with the objective of strengthening negotiating skills and understanding the mechanics of the negotiating process within the framework of climate change negotiations. As designed, the project intends to place an emphasis on:

- (i) Training of junior officials who will form the next cohort of negotiators, thus providing an early opportunity to advance their skills and knowledge and ensuring effective succession processes,
- (ii) In addition the training of trainers sessions will help to inculcate a culture of shared learning between SIDS and amongst government agencies, and
- (iii) Capacity building through increasing the participation of women in such roles of leadership and decision making.

From 29<sup>th</sup> July to 2<sup>nd</sup> August 2013 the first in a series of activities was accomplished through delivery of face-to-face interaction (orientation, practical exercise) to 65 Alliance Of Small Island States (AOSIS) delegates from 28 countries. This represents 78% of AOSIS membership. A 5-day workshop was held to cover training on high-stakes negotiation and a session on skills-application to the Ad Hoc Working Group on the Durban Platform for Enhanced Action (ADP).

The participation by large numbers of capital-based, as opposed to NY-based, participants showed that there is an interest in this type of training for SIDS.

The workshop consisted of the following days:

- Day 1) Monday July 29 – Opening and Information Sharing
- Day 2) Tuesday July 30 - Negotiation Training – Theory and Tools
- Day 3) Wednesday July 31 - Negotiation Training –Theory to Practice
- Day 4) Thursday August 1 - Facilitated Dialogue
- Day 5) Friday August 2 – Facilitated Dialogue

Training materials/binders were provided throughout the workshop to participants including their own copy of “Getting to YES” covering Harvard Negotiation concepts. Participants had also access to all presentations by accessing an online dropbox feature and a flash drive with additional materials was provided at the end of the training.

Participant’s feedback:

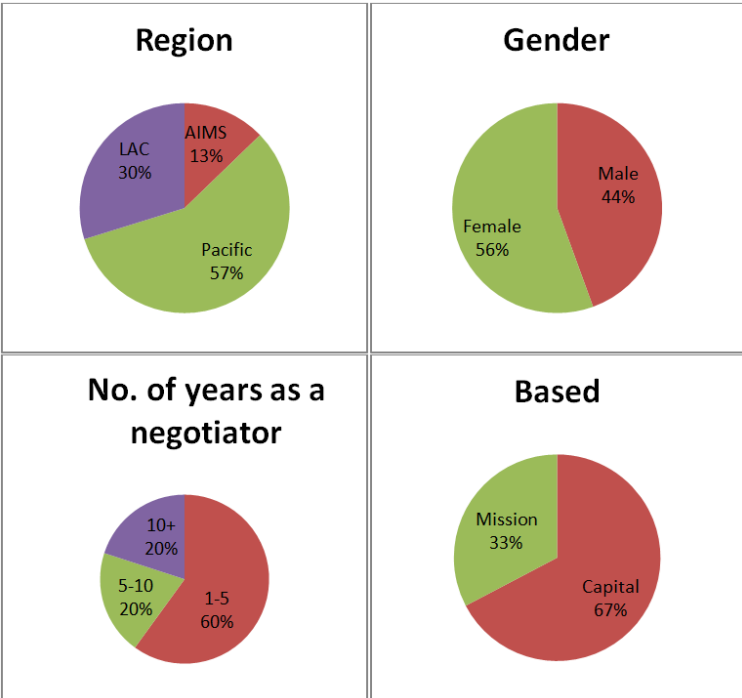
Two methods were used to gather feedback from participants.

1. Facilitators’ observations were attached hereto as Annex I.
2. Fifty-five workshop evaluation forms were disseminated to participants on Friday 2nd August on the last day of the workshop. Thirty-two completed evaluation forms were received; a response rate of 58%.

The data gathered from the evaluation forms demonstrate that most participants tended to agree that: (a) there was insufficient time to practice new skills at the workshop; (b) confidence in negotiating and at workplace must be tackled; (c) extending the length of the programme would be useful; and (d) linking the training to real life scenarios would be beneficial.

The participants comprised of:

- Gender: 56% Female and 44% Male
- Negotiator years of experience: 60% Junior (1-5 years) and 40% Senior (5+ years)
- Region: 30% Caribbean, 57% Pacific, 13% AIMS
- Based: 67% Capital, 33% New York

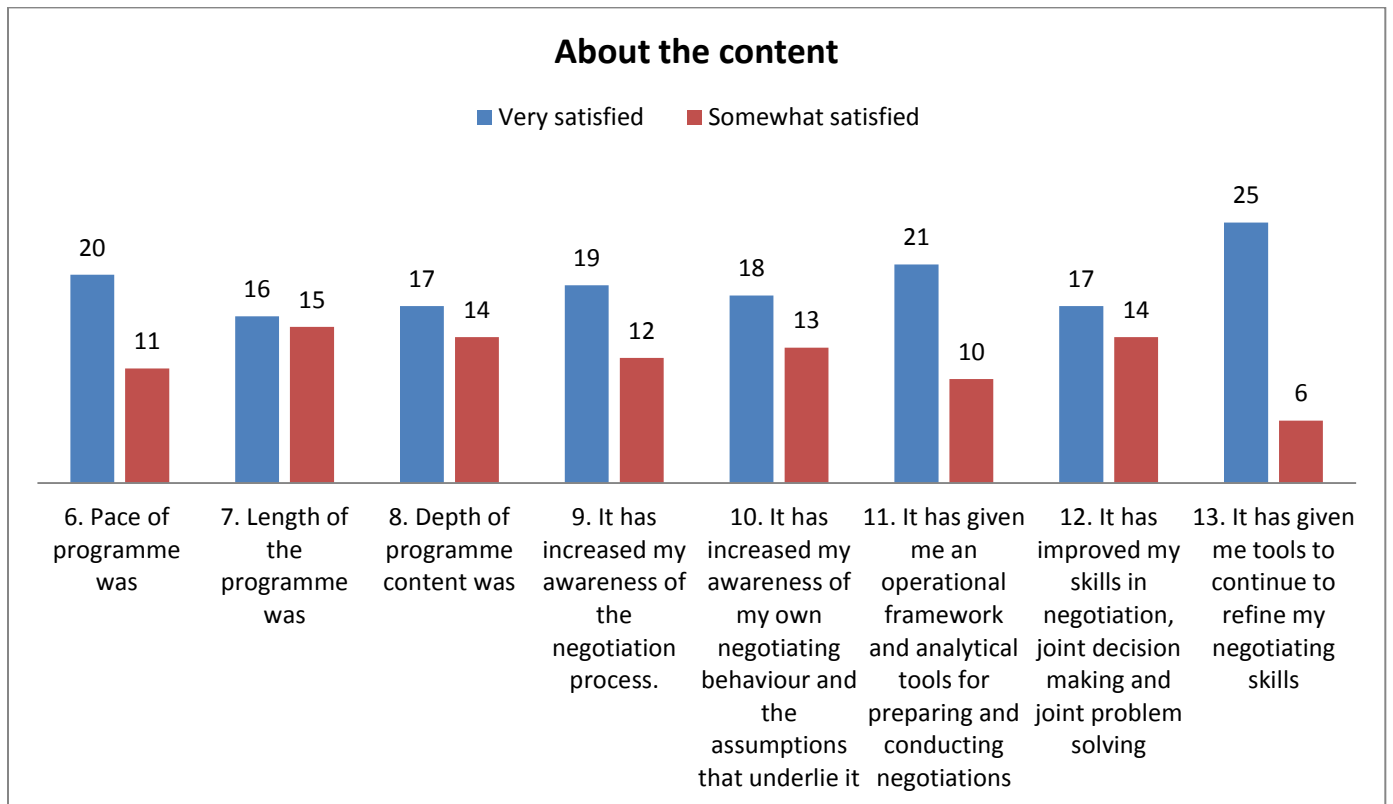


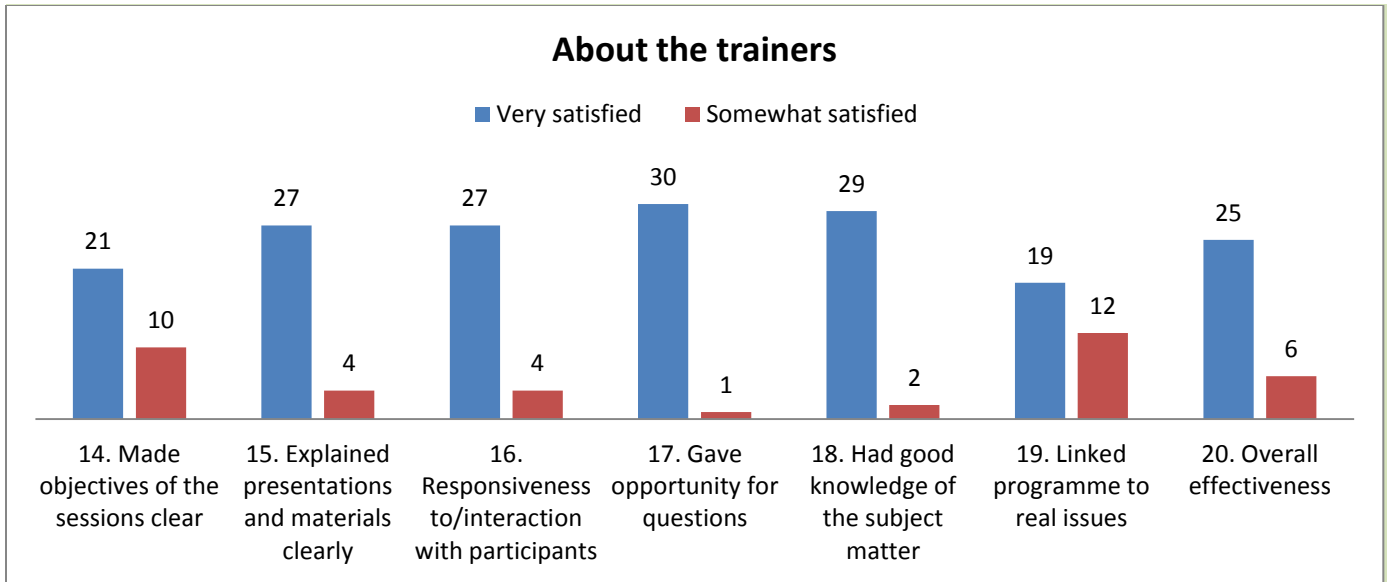
The data also revealed:

- A fair representation from each region was achieved, however participation by Atlantic, Indian Ocean, Mediterranean, and South China Sea (AIMS) officials was comparatively limited
- A clear emphasis on junior officials from capitals was reflected, which is intended to develop mentoring arrangements with more experienced senior negotiators

**Workshop Evaluation:**

The following charts demonstrate participant opinion as per the workshop evaluation form, with the total number of selected answers as per each question on the evaluation form.





Overall the participants' responses to the training were positive. While there was a desired emphasis on UNFCCC-specific scenarios, the value of using generic cases to enable focus on tools instead of the tendency to be biased towards real-life stances is recognized. This was also an opportunity for colleagues across the AOSIS bloc to build relationships within a low-stakes environment.

Below are some of the comments to be taken in consideration for future capacity building workshops:

- "More time to practise would have been useful, but that is homework and will come in time!"
- "Role playing with some climate change issue scenarios, so we can see where we are dropping the ball and where we can use tools to become more effective"
- "The fishbowl segments were really helpful"
- "Upload to drop box more case scenarios stories"
- "Provide more information on the programme and request for participants to come with real scenarios from their work before they leave home"
- "Invite participants to suggest real life negotiation topics"
- "I am more confident because I got a chance to practice what I learned"
- "Being able to expand the use of these tools to ministries and heads of state"
- "Efficiency, transparency needs to be improved, less diplomacy and to the point"
- "Build capacity to NY Ambassadors and high level people"
- "Curriculum was excellent! It was a well organized lecture mixed with lots of group activities"
- "Utilize more days to give time for discussions"
- "The first day could have been presentations identifying the groups interest positions"
- "The training gave me a perspective, I did not previously have"
- "I think this course needs to be brought to my entire organization and higher level management"
- "More homework and practical exercises"
- "This training is very useful in getting to yes!"
- "I am confident to use my negotiation tactic, such as the mapping method, which was very useful"
- "Thank you, this course is an eye opener"

Based on the participants' evaluation forms, the following recommendations should be considered:

1. The objectives of the training needs to be specific so that the appropriate candidates are nominated.
2. The process of selecting participants needs to be more rigorous, with longer lead time for review, and verification.
3. The roles and responsibilities of the collaborating parties should be resolved and agreed to prior to the commencement of the activity.
4. Preparatory and on-site arrangements for participants must be clear, with stipulations of which parties are responsible for various elements.
5. Greater emphasis needs to be placed on the "mechanics" of negotiating as opposed to developing negotiating positions.
6. Participants need to do more preparatory reading of real life cases prior to the workshop, extending the length of the workshop and adding more real case scenarios so participants can have the chance to interact with each other and discuss any past experiences and existing challenges.
7. Use a quick multiple choice evaluation at the end of each course day. Tools such as i-clicker can be used on the projector screen for a more detailed and efficient way to grasp all participants' feedback daily, rather than evaluating the whole week when details may not be remembered or lost in the summary.
8. Using electronic surveys such as survey monkey would provide more accurate and comparable survey result scores.
9. Continue to use the Dropbox access point to upload material for future activities that can be accessed by all participants.

Pre-workshop administrative challenges:

- Parallel communication between various planning partners should be avoided to ensure familiarity of all partners in the processes.
- Timely financial delivery of resources (AUS\$350,000) to facilitate the preparation of the training is critical, particularly considering fluctuations in the exchange rate transactions.

Next Steps

In view of the many learning opportunities, as well as lessons learned from the initial training in Long Island, it is incumbent that UNDP as a responsible partner for the results of the project leads the coordination efforts among partners to ensure that its priorities are met. In this regard, it is being suggested that a Project Board Meeting be held by end of November/ December. The meeting can be face to face or "virtual" and will finalize arrangements for the first training course and next activities of the project.

Based upon initial discussions and feedback from Long Island, the following is being proposed as the way forward

- (i) On line training
- (ii) Fellowship

#### UNITAR Online Training:

UNDP will tentatively seek an agreement with UNITAR which offers a series of online training courses in Climate Change estimated cost of US \$800.00 per participant. The online training by UNITAR can be offered (i) generally to AOSIS, (ii) to the Junior Participants from Long Island or (iii) as a precursor to those selected for the Fellowship to ensure that all participants are at the same knowledge platform.

UNITAR can be approached to see if they can run a specific course within their course calendar for selected *SIDS Climate Change Negotiators* at a discounted fee.

#### Fellowship:

Fellowship activity of 1-2 weeks at a location to be determined for selected individuals based upon very specific criteria that have been agreed to and developed by AOSIS, UNDP and Government of Australia. The Fellowship will cover full airfare, accommodation, meals and incidentals with more emphasis on junior participants.

More selective criteria is to be agreed and refined for potential participants. Furthermore, there will be a request for participants to submit an essay/note indicating why they should benefit from the *UNDP/AUSTRALIA Fellowship for SIDS Climate Change Negotiators*. In addition candidates must meet a number of specific criteria including, but not limited to:

- i. Gender
- ii. Years of experience as negotiator
- iii. Years working in Climate Change matters
- iv. Regional balance

The next steps are all contingent on the budget that is available as well as the specific time frame taking into account activities should be completed by April 30, 2014.

#### Attachments:

- Annex I: CMPartners Engagement Report Summary
- Annex II: Letter of Agreement between UNDP and AOSIS

## ANNEX I

### Engagement Report Summary TRAINING FOR AOSIS-SIDS NEGOTIATORS July 30 – August 2, 2013 Garden City, NY

#### Executive Summary

- 42 Participants in non-traditional Negotiation Training Workshop
- 37 AOSIS members in application session
- Few if any had been exposed to technical skills of negotiation before
- The use of “generic” cases created a constructive learning opportunity while replicating the dynamics these negotiators face in real life
- The mix of seasoned and new negotiators helped each look at the negotiations from a different perspective.
- There is a lot of work to be done in the little amount of time before Warsaw.

#### OBJECTIVES

The week was planned with an approach that was different than what AOSIS usually uses for their meetings. It was neither a traditional training nor a traditional meeting for AOSIS Negotiators. The overall purpose of the week was skill-building of the technical skills of negotiation, followed by an opportunity to apply those skills to some of the real-life negotiation challenges that this group typically faces.

#### PROCESS

The training portion of this week was divided into two components: Days 2-3 were focused on training of broad-based negotiation tools, while Days 4-5 were devoted to application of the tools.

#### Tuesday-Wednesday: A 2-Day Training on High-Stakes Negotiation

##### WORKSHOP GOALS FOR FIRST TWO DAYS:

- (1) **Increase awareness** of the negotiation process in general, and of negotiating behavior and the implicit working assumptions that underlie behavior.
- (2) **Share an operational framework and analytic tools** for preparing for and conducting negotiations.
- (3) **Improve skills** in negotiation, joint decision-making, and joint problem-solving.

Additional notes on the process of first two days of training:

- While we did not cover standard procedural issues of UN negotiations, nor did we train on substantive issues related to the actual negotiations, in these first two days, each participant was assisted in improving their individual and group negotiation skills in a generic setting. This helped to maintain the focus on the tools, and away from the confusion or complexity of the details of their real-life cases.
- We spent the first day introducing and practicing some theories and tools related to Interest-Based Negotiation methodology. On the second day, we focused on “operationalizing” those theories by exploring structural elements of the complex Multi-Party, Multi-issue Negotiations these negotiators face within their climate change negotiations.
- The training components were designed in recognition that there were several levels of experience among the negotiators in the room. Although some had attended years of COP negotiations and others had never attended a COP negotiation, CMPartners approached the skills components with the assumption that everyone probably negotiates in their normal job every single day. Therefore...
- Our goal with all participants was the same: to create a common negotiation toolkit and vocabulary that will help give AOSIS a competitive edge when preparing for and conducting negotiations with each other, as well as with external stakeholders.

**Thursday-Friday: A 2-Day session of skills-application to the ADP:**

We immediately put the new tools into practice by applying those tools to a Facilitated Dialogue on some of the substantive issues relevant to the ADP. The objective of these two days was NOT to generate a final outcome document or to set consensus positions. We did, however, seek to achieve the following:

- Gather input from all representatives about what key interest or needs should be incorporated into any option to be considered under the ADP Position Paper that will be drafted in November.
- In order to manage all the input, we asked each representative to share the underlying interests behind any positions their country may be requesting. Our commitment as a group was to try to accurately capture and reflect back all of the highest-priority interests shared during the week.

**OBSERVATIONS FROM CMPARTNERS FACILITATION TEAM**

Overall the participants’ responses to the week were overwhelmingly positive. There was clearly a deep hunger for this sort of event across the board. Among both the seasoned negotiators and the new negotiators, two observations were repeated frequently throughout the week:

*“We have never had access to this sort of technical training on negotiation skills before.”*

*“We rarely have the opportunity to get together with our negotiation colleagues in a low-stakes environment to build relationship.”*

In retrospect, even though the week was a success, there were many things that could have been done differently in both the advance planning and the launching of the sessions on Monday Day 1.



One clear learning opportunity occurred on Friday evening at the end of the week when all conveners sat together to review the entire process and to identify several things that *Worked Well*, as well as things that could be *Done Differently* next time such a week is planned. These lessons will undoubtedly contribute to even greater success in the future.

There was some clear and direct value in convening this particular negotiation cohort for training and application skills.

Recommended Next Steps that CMPartners could provide AOSIS-SIDS negotiators

**A) Similar Training for those unable to attend on Long Island**

This could be a simple repeat of the five-day program in January/February 2014 for those who were not able to attend the last session. It could also be an abbreviated training for the same audience. As long as the basic workshop design is unchanged, an abbreviated training could be organized with relatively short notice.

**B) Customized Training shortly before Warsaw for negotiators attending the COP**

This would likely be more substantive than process-based, but could be a useful way to finalize the preparation and focus the strategies of the AOSIS negotiators. Training could for example include practice on Influence Skills, and could cover some concepts introduced in the book "Getting Past No". It may also serve to highlight the importance of a consistent & structured approach to all preparations.

**C) Direct ongoing assistance to the Chair's team**

The assistance would be highly customized and would likely focus on those working within the Nauru Mission and associated consultants. The scope of any engagement would need to be sensitive to the availability of the team and other urgent priorities.

**D) Further training assistance with One-Text method of drafting of documents**

Because one of the outputs of Warsaw will be a more advanced version of the ADP draft, and because one of the goals of that draft is to incorporate sufficient input from many members, the Chair would benefit from using the One-Text method of drafting. This allows the drafter to be directive about what type of input would be useful, thereby managing the input more efficiently.

## ANNEX II

### STANDARD LETTER OF AGREEMENT BETWEEN THE UNITED NATIONS DEVELOPMENT PROGRAMME AND THE ALLIANCE OF SMALL ISLAND STATES (AOSIS) ON THE IMPLEMENTATION OF CAPACITY BUILDING FOR SIDS CLIMATE CHANGE NEGOTIATORS WHEN UNDP SERVES AS IMPLEMENTING PARTNER

Your Excellency,

1. Reference is made to the consultations between officials of the United Nations Development Programme (hereinafter referred to as "UNDP") in Barbados and the OECS and officials of the Alliance of Small Island States (AOSIS) with respect to the realization of activities by AOSIS in the implementation of the project 00087071 Capacity Building for SIDS Climate Change Negotiators, as specified in Attachment 1: Project Document, to which UNDP has been selected as implementing partner.
2. In accordance with the Project Document and with the following terms and conditions, we confirm our acceptance of the activities to be provided by AOSIS towards the project, as specified in Attachment 2: Description of Activities (hereinafter referred to as "Activities"). Close consultations will be held between AOSIS and UNDP on all aspects of the Activities.
3. AOSIS shall be fully responsible for carrying out, with due diligence and efficiency, all Activities in accordance with its Financial Regulations and Rules.
4. In carrying out the activities under this Letter, the personnel and sub-contractors of AOSIS shall not be considered in any respect as being the employees or agents of UNDP. UNDP does not accept any liability for claims arising out of acts or omission of AOSIS or its personnel, or of its contractors or their personnel, in performing the Activities or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered AOSIS, and its personnel as a result of their work pertaining to the Activities.
5. Any subcontractors, including NGOs under contract with AOSIS, shall work under the supervision of the designated official of AOSIS. These subcontractors shall remain accountable to AOSIS for the manner in which assigned functions are discharged.
6. Upon signature of this Letter, UNDP will make payments to AOSIS, according to the schedule of payments specified in Attachment 3: Schedule of Activities, Facilities and Payments.
7. AOSIS shall not make any financial commitments or incur any expenses which would exceed the budget for the Activities as set forth in Attachment 3. AOSIS shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise UNDP any time when AOSIS is aware that the budget to carry out these Activities is insufficient to fully implement the project in the manner set out in the Attachment 2. UNDP shall have no obligation to provide AOSIS with any funds or to make any reimbursement for expenses incurred by AOSIS in excess of the total budget as set forth in Attachment 3.
8. AOSIS shall submit a cumulative financial report each quarter (31 March, 30 June, 30 September and 31 December). The report will be submitted to UNDP through the UNDP Country Director or UNDP Resident Representative within 30 days following those dates. The format will follow the standard UNDP expenditure report [a model copy of which is provided as Attachment 4]. UNDP will include the financial report by AOSIS in the financial report for 00087071 Capacity Building for SIDS Climate Change Negotiators.
9. AOSIS shall submit such progress reports relating to the Activities as may reasonably be required by the project manager in the exercise of his or her duties.

10. AOSIS shall furnish a final report within 12 months after the completion or termination of the Activities, including a list of non-expendable equipment purchased by AOSIS and all relevant audited or certified financial statements and records related to such Activities, as appropriate, pursuant to its Financial Regulations and Rules.
11. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and AOSIS.
12. Any changes to the Project Document which would affect the work being performed by AOSIS in accordance with Attachment 2 shall be recommended only after consultation between the parties.
13. For any matters not specifically covered by this Letter, the Parties would ensure that those matters shall be resolved in accordance with the appropriate provisions of the Project Document and any revisions thereof and in accordance with the respective provisions of the Financial Regulations and Rules of the AOSIS and UNDP.
14. The arrangements described in this Letter will remain in effect until the end of the project, or the completion of activities of AOSIS according to Attachment 2, or until terminated in writing (with 30 days' notice) by either party. The schedule of payments specified in Attachment 3 remains in effect based on continued performance by AOSIS unless it receives written indication to the contrary from UNDP.
15. Any balance of funds that is undispersed and uncommitted after the conclusion of the Activities shall be returned within 90 days to UNDP.
16. Any amendment to this Letter shall be effected by mutual agreement, in writing,
17. All further correspondence regarding this Letter, other than signed letters of agreement or amendments thereto should be addressed to Resident Representative, UNDP Barbados and the OECS, UN House, Marine Gardens, Hastings, Christ Church, Barbados.
18. AOSIS shall keep the UNDP Resident Representative fully informed of all actions undertaken by them in carrying out this Letter.
19. UNDP may suspend this Agreement, in whole or in part, upon written notice, should circumstances arise which jeopardize successful completion of the Activities.
20. Any dispute between the UNDP and AOSIS arising out of or relating to this Letter which is not settled by negotiation or other agreed mode of settlement, shall, at the request of either party, be submitted to a Tribunal of three arbitrators. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a third arbitrator, who shall be the chairperson of the Tribunal. If, within 15 days of the appointment of two arbitrators, the third arbitrator has not been appointed, either party may request the President of the International Court of Justice to appoint the arbitrator referred to. The Tribunal shall determine its own procedures, provided that any two arbitrators shall constitute a quorum for all purposes, and all decisions shall require the agreement of any two arbitrators. The expenses of the Tribunal shall be borne by the parties as assessed by the Tribunal. The arbitral award shall contain a statement of the reasons on which it is based and shall be final and binding on the parties.
21. If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this Letter. Your acceptance shall thereby constitute the basis for AOSIS' participation in the implementation of the project.