



Centre for
Multilateral
Negotiations

EXECUTIVE SUMMARY: THE CENTRE FOR MULTILATERAL NEGOTIATIONS

For progress on key global challenges

Dr Kai Monheim
Centre for Multilateral Negotiations

Pressing global challenges - but deficient cooperation

Many global challenges ...



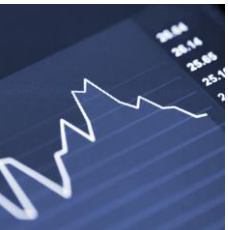
Climate Change



World Trade

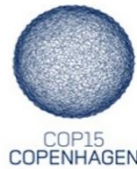


Human Rights



Finance

... but negotiations ...



COP15
COPENHAGEN

UNITED
NATIONS
CLIMATE
CHANGE
CONFERENCE
2009



SEATTLE
WTO
OMC 99

WTO Ministerial
Conference in
Seattle, 1999



United Nations
Human Rights
Council

G20

... often lack results

Negotiations reach...

- agreements with huge delays
- agreements that remain far below their potential
- no agreements at all

The quality of negotiation management makes *the* difference

No agreement:

Climate: Copenhagen 2009
Trade: Seattle 1999



Effective
negotiation management



Agreement:

Climate: Paris 2015
Trade: Doha 2001

1. Transparency and inclusiveness

E.g. involving all key stakeholders throughout the negotiation process.



2. Capability of organizers

E.g. aligned key facilitators, such as host country and international organization.



3. Trust in the Conference President

E.g. lead facilitator managed to build political capital among all participants.



4. Negotiation mode

E.g. constructive exchange between all parties with a win-win attitude.



Critical knowledge on multilateral facilitation is lost every year



Example of UN Climate Negotiations (UNFCCC)



The Centre for Multilateral Negotiations fills this decisive gap

1. Advice



We develop effective negotiation management strategies with actionable advice, jointly with host governments and international organizations.



Workshop for
UN Climate Summit,
Morocco, 2016

2. Training



We provide tailor-made trainings on best practices of multilateral negotiations.



UNEP Training,
Finland, 2016

3. Knowledge hub



We build up a knowledge hub providing examples of best practices in the field of multilateral negotiations.



Databank

Leaders of global negotiations support the Centre's mission

Goal:

We foster **deeper cooperation** on key global issues, such as climate change, trade, and development.

Core task:

We provide public officials, non-state actors, and academics with a **better understanding and key skills of reaching global agreements** in highly complex multilateral settings, and enhance research in the field.

Among the key supporters:

- UNFCCC Executive Secretary Patricia Espinosa;
- Former UNFCCC Executive Secretaries Christiana Figueres and Michael Zammit Cutajar
- Former WTO Director-General Pascal Lamy;
- Former Colombian Minister of Environment Juan Mayr
- ...and many others.



"This is a great initiative, which I fully support. In multilateral negotiations, the quality of the process is as important as the substance in order to reach significant agreements."

Patricia Espinosa

Executive Secretary of the UN Climate Secretariat,
President of Cancún Climate Summit 2010



"I and my team greatly benefited from Kai Monheim's presentation in 2014 on the lessons learned from previous presidencies.

They resonated in the many steps we took when interacting with parties to the UNFCCC, and, in no small ways, contributed to the success of Paris."

Antoine Michon

Head of Environment and Climate Division,
French Foreign Ministry



"This project represents a great opportunity to provide negotiation chairs with facilitation best practices, and thereby accelerate the crafting of multilateral agreements on trade and other global issues."

Pascal Lamy

Director-General of the WTO, 2005-2013

Climate negotiations management support 2016 and 2017

Negotiation management workshops for the UN climate presidencies of Morocco and Fiji

- **Outcome:**

Actionable recommendations on negotiations management of the UN climate summits 2016 and 2017 for the incoming presidencies and the UN Climate Secretariat.

- **Participants:**

- Government officials from Morocco and Fiji
- International high-level climate negotiation experts

- **Sponsors:**



Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety



Making a difference for negotiations

Listening to the experiences, lessons learned and advices from all attendees was priceless.

Aziz Mekouar, Ambassador for Multilateral Negotiations, Moroccan Ministry of Foreign Affairs

Sessions were very practical and will make a tangible difference. Our expectations as sponsor were more than met.

Karsten Sach, Director-General at the German Environment Ministry

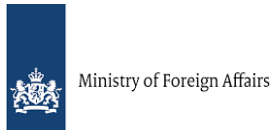


Workshop for Fiji, Bonn, 2017

Trade negotiations management support 2017

Negotiation management workshop for the WTO Presidency of Argentina

- **Outcome:**
Policy options on negotiation management for the Argentine chairmanship of the 11th WTO Ministerial Conference.
- **Participants:**
 - Government officials of Argentina
 - International WTO experts
- **Sponsors:**



Making a difference for negotiations

The workshop provided the ideal framework to help our team prepare for the challenge ahead.

Miguel Braun, Secretary for Trade, Argentinean Ministry of Production

I wish I had had this kind of workshop to prepare me for 6 months EU Presidency! Extremely relevant.

Marten van den Berg, Director General for Foreign Economic Relations, Dutch Ministry of Foreign Affairs



Participants, Geneva, 2017

Negotiation management training and lectures

Exemplary projects

- **Training in multilateral negotiation management** as part of UNEP-University course on “Effective Multilateral Environmental Agreements”, 2016.



- **In-depth lecture** on the results of negotiation management research and their policy implications to the UN climate secretariat, 2014.



United Nations
Framework Convention on
Climate Change

- **Key training elements:**
 - Advancing negotiation **skills** by interactive exercises.
 - Delivery of practice-relevant **negotiation theory**.
 - **Application** thereof to the negotiations of participants.

Making a difference to practitioners

The one-day training by Dr Kai Monheim was pivotal. Very relevant, practice oriented, interactive.

Participant in UNEP Training on Multilateral Environmental Agreements

Highly relevant, real-world insights into the successes and failures of multilateral climate negotiations. You won't find this stuff in a text book.

Participant in UNEP Training on Multilateral Environmental Agreements



UNEP Training, Finland, 2016

Databank to store best practices and make them accessible

Databank on best practices of multilateral negotiation management in development

- **Databank as a negotiation management gateway:**

Central global resource to continuously store lessons learnt on key themes of negotiation management, i.e. among others

- Team work
- Negotiation structure
- Informal dialogues
- Civil Society

- **Gateway will be user-friendly online:**

- Database with text, audio and video entries
- Web-interface for flexible presentation

- **Valuable resource for design and management of complex negotiations for:**

- Hosts and organizers of multilateral negotiations, i.e. government officials, WTO and UN secretariats, etc.
- Public and private sector participants, research institutions, other NGOs.



Looking ahead: the knowledge hub will grow further

Book proposal: Insider accounts of the Paris Agreement

“Reaching the Paris Agreement - Insider stories from the negotiations”

- Insider accounts by prominent participants in the COP21 conference.
- Description and analysis of the negotiation process relevant for practical, historical and academic purposes.
- Foreword, reviews and analyses by prominent scholars and practitioners.



Closing Ceremony of UN Climate Change Conference, COP21 in Paris, 2015

Video series: “The Great Facilitator”

Video series with prominent facilitators

- Interviews focused on strategic planning and facilitation of past multilateral negotiations.
- Informative and entertaining format.
- Potential cooperation with media outlets.



Michael Zammit Cutajar, former UNFCCC Executive Secretary

The Centre's leadership provides deep expertise in the field

Dr Kai Monheim **Director and Managing Partner**



Visiting Fellow at the Grantham Research Institute on Climate Change and the Environment at the London School of Economics with research on multilateral negotiations

PhD from the London School of Economics on the topic of multilateral negotiation management

Former Project Leader at the Boston Consulting Group

Master in Public Policy from the Harvard Kennedy School; Law degree (Humboldt-University)

Certified and practicing mediator

Dr Magnus Lundgren **Deputy Director and Managing Partner**



Postdoctoral Fellow at Stockholm University

Research on mediation, specifically in research contexts, and the conditions under which international organisations can reach effective decisions on global challenges

Previously worked for the UN, focusing on political affairs and analysis, and has been a consultant for several international and national agencies, including UNDP, UNV, PRIO and GIZ

Master in Public Policy from the Harvard Kennedy School



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Thank you

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