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United Nations Institute for Training and Research

## **UNITAR/ The Olof Palme Memorial Fund WORKSHOP ON EFFECTIVE NEGOTIATION IN MULTILATERAL CONFERENCES**

### **Evaluation Report**

New York, 4-5 November 2010

Out of a high number of registrations for the workshop on effective negotiation in multilateral conferences nearly 40 delegates were able to participate in the two-day workshop. This introductory workshop aims at familiarizing participants with basic negotiation skills, negotiation challenges and how to chair a conference. Next to the presentations and sessions of the main facilitators Professor Minh A. Luong and Mr. Nicholas Coburn-Palo, both from Yale University, and Mr. David Koschel, UNITAR, participants also benefited of a panel discussion with Ambassadors from the Missions of Croatia and Nigeria and a case study on negotiating the 2010 Review Conference of the Non-Proliferation Treaty from UN Secretariat.

According to the evaluation, the workshop was a success: 95% of the respondents were 'completely' satisfied (one person was 'mostly' satisfied) and all of them would recommend the workshop to colleagues. The respondents, mostly from developing and least developed countries, emphasized in oral and written comments that negotiation workshops are very important to them and that this kind of training helps them to serve their countries at the United Nations better. For instance, one participant wrote that "this has been the most thought-providing and insightful training. I am now confident that I can contribute towards achieving my country's national interests through a just outcome wherever needed."

Respondents were also enthusiastic about the facilitators and gave them high marks on presenting information and responding to questions (95% were 'completely' satisfied regarding both issues). The participants underlined that topics tackled during the sessions, such as the importance of preparation before negotiations, a constructive approach during negotiations and 'humility' towards the negotiating counterpart, are key components for their work and that they now have better tools to approach negotiations.

All in all, the feedback of the evaluation was very positive and has proven, once again, that the methodology and content of this negotiation workshop effectively support delegates from developing and least developed countries in enhancing their skills and creating 'a level playing field'.

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## AT A GLANCE

Participants	Male	Female	Total
Number of registrations	46	25	71
Number of participants	25	13	38
Number of Countries			27
Africa	11	2	13
Asia and the Pacific	6	5	11
Latin America and the Caribbean	1	4	5
Middle East	4	1	5
National Governments	22	12	34
United Nations Observers	3	1	4
<i>Total</i>	25	13	38
Evaluation Respondents	20		

### 1. Please rate the quality of information circulated prior to the workshop.

		useful		accurate	
The information circulated prior to the workshop was...	Completely	14	70%	15	75%
	Mostly	5	25%	4	20%
	More or less	1	5%	1	5%
	Partially		0%		0%
	Not at all		0%		0%
	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>

### 2. Rating of stated learning objectives.

At the end of the workshop, you will be able to...		Clarity of objective		Relevance of objective to your need		Success to which objective was met	
Define and distinguish the purposes, products and processes of multilateral conferences.	Completely	14	74%	14	70%	15	75%
	Mostly	5	26%	6	30%	5	25%
	More or less		0%		0%		0%
	Partially		0%		0%		0%
	Not at all		0%		0%		0%
	<i>Total</i>	<i>19</i>	<i>100%</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>
	No answer	1					



Assess the strategies and techniques for producing good negotiated outcomes	Completely	16	80%	18	90%	13	65%
	Mostly	4	20%	2	10%	5	25%
	More or less		0%		0%	2	10%
	Partially		0%		0%		0%
	Not at all		0%		0%		0%
	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>
Anticipate and address the main challenges in multilateral negotiations, both from the negotiators' as well as the chair's perspective.	Completely	11	58%	15	79%	14	74%
	Mostly	7	37%	4	21%	5	26%
	More or less	1	5%		0%		0%
	Partially		0%		0%		0%
	Not at all		0%		0%		0%
	<i>Total</i>	<i>19</i>	<i>100%</i>	<i>19</i>	<i>100%</i>	<i>19</i>	<i>100%</i>
No answer	1		1		1		
Analyze negotiation dynamics, based on case studies presented by international experts.	Completely	12	60%	15	75%	12	60%
	Mostly	8	40%	5	25%	8	40%
	More or less		0%		0%		0%
	Partially		0%		0%		0%
	Not at all		0%		0%		0%
	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>

### 3. Value, Benefits and intent to use the content of the workshop.

	Information presented was new		Content of the workshop was relevant		It is likely that I will use the information acquired in this workshop	
Strongly agree	8	40%	19	95%	19	95%
Agree	8	40%	1	5%	1	5%
Neutral	2	10%		0%		0%
Disagree	2	10%		0%		0%
Strong disagree		0%		0%		0%
<i>Total</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>

#### What is the most valuable insight you gained from this workshop?

(In brackets the number of times it was mentioned by respondents)

- Value of being adequately prepared and organized before and during negotiations (4x)
- Need to broaden knowledge bases
- To make me understand more on difficult multilateral negotiations
- The need to have a just outcome of any negotiation
- Negotiating in the multilateral work environment
- Session III: managing difficult negotiations + negotiators. This will definitely help me in effectively performing my job.



- Assessing the “opponent”
- The whole workshop
- Chairing negotiations
- The component of ‘humility’
- Conceptual understanding of negotiations and practical application
- Tactics

**How valuable was each of the following sessions in the context of your present work or future work?**

<u>Session I</u> Introduction to multilateral conferences: Purposes, products and processes (including win-as-much-as-you-can exercise)			<u>Session II</u> Negotiating effectively at multilateral conferences			<u>Case Study Presentation</u> Negotiating the 2010 Review Conference on Non-Proliferation of Nuclear Weapons		
Completely	17	85%	Completely	16	80%	Completely	14	70%
Mostly	2	10%	Mostly	4	20%	Mostly	6	30%
More or less	1	5%	More or less		0%	More or less		0%
Partially		0%	Partially		0%	Partially		0%
Not at all		0%	Not at all		0%	Not at all		0%
NA		0%	NA		0%	NA		0%
<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>20</i>	<i>100%</i>
<u>Session III</u> Managing difficult negotiations and negotiators			<u>Session IV</u> Coalition building and the role of culture			<u>Panel Discussion</u> Negotiating in the multilateral work environment – Ambassadors Panel		
Completely	17	85%	Completely	14	74%	Completely	15	79%
Mostly	3	15%	Mostly	5	26%	Mostly	4	21%
More or less		0%	More or less		0%	More or less		0%
Partially		0%	Partially		0%	Partially		0%
Not at all		0%	Not at all		0%	Not at all		0%
NA		0%	NA		0%	NA		0%
<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>19</i>	<i>100%</i>	<i>Total</i>	<i>19</i>	<i>100%</i>
No answer			No answer	1		No answer	1	
<u>Session V</u> Preparing for multilateral negotiations and conferences			<u>Session VI</u> Managing difficult negotiations and negotiators in practice (Kyoto exercise)			<u>Session VII</u> Chairing and facilitating negotiations – introductory presentation		
Completely	14	70%	Completely	15	75%	Completely	14	70%
Mostly	6	30%	Mostly	4	20%	Mostly	6	30%
More or less		0%	More or less	1	5%	More or less		0%
Partially		0%	Partially		0%	Partially		0%
Not at all		0%	Not at all		0%	Not at all		0%
NA		0%	NA		0%	NA		0%
<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>20</i>	<i>100%</i>



<u>Session VIII</u> The most important skills of effective negotiators – Workshop summary		
Completely	17	85%
Mostly	3	15%
More or less		0%
Partially		0%
Not at all		0%
NA		0%
<i>Total</i>	<i>20</i>	<i>100%</i>

**Comments:**

- I especially enjoyed the perspective shared by the Representative of Nigeria who was able to bring in very real life experiences, and show how he confronted and successfully addressed challenges.

**4. Effectiveness and appropriateness of methodology used in this workshop.**

	The methodology used was...	Effective		Appropriate	
The methodology used in this workshop included in-person instructions and discussions, case studies and group exercises.	Completely	17	85%	18	90%
	Mostly	3	15%	2	10%
	More or less		0%		0%
	Partially		0%		0%
	Not at all		0%		0%
	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>

**5. Effectiveness of the trainers:**

		Presenting information		Responding to needs/questions of participants	
Please rate the effectiveness of the trainers in terms of the following:	Completely	19	95%	19	95%
	Mostly	1	5%		0%
	More or less		0%	1	5%
	Partially		0%		0%
	Not at all		0%		0%
	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>



		Summarizing discussion		Promoting participation of all learners and stimulating their involvement	
Please rate the effectiveness of the trainers in terms of the following:	Completely	16	80%	17	85%
	Mostly	4	20%	3	15%
	More or less		0%		0%
	Partially		0%		0%
	Not at all		0%		0%
	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>20</i>	<i>100%</i>

**Comments:**

- The facilitators were very articulate and clear in their presentations.
- It is appreciated that trainers and facilitators come from only the best institutions.
- Overall, the trainers did a very good job.

**6. Overall appropriateness of the workshop's organization.**

In relation to the amount of information presented, the workshop's structure was:			In relation to the amount of information presented, the workshop's duration was:			Coherence and flow of the agenda		
Completely	13	65%	Completely	15	75%	Completely	15	75%
Mostly	7	35%	Mostly	3	15%	Mostly	4	20%
More or less		0%	More or less	2	10%	More or less	1	5%
Partially		0%	Partially		0%	Partially		0%
Not at all		0%	Not at all		0%	Not at all		0%
<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>20</i>	<i>100%</i>
Length, quality and format of presentations			Time allotted for discussion and Q&A			Use of audio-visual aides		
Completely	13	65%	Completely	13	65%	Completely	13	65%
Mostly	6	30%	Mostly	6	30%	Mostly	6	30%
More or less	1	5%	More or less	1	5%	More or less	1	5%
Partially		0%	Partially		0%	Partially		0%
Not at all		0%	Not at all		0%	Not at all		0%
<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>20</i>	<i>100%</i>	<i>Total</i>	<i>20</i>	<i>100%</i>
						Timeliness of the workshop in terms of fitting into participants' schedule		
						Completely	12	63%
						Mostly	3	16%
						More or less	3	16%
						Partially	1	5%
						Not at all		0%
						<i>Total</i>	<i>19</i>	<i>100%</i>
						No answer	1	



<b>Would you modify the programme in any way?</b>	Yes	4	24%
	Not sure	4	24%
	No	9	53%
	<i>Total</i>	<i>17</i>	<i>100%</i>
	No answer	3	
If yes, how would you modify?	<ul style="list-style-type: none"> <li>• Extension of time format</li> <li>• More (group) discussion and interaction (2x)</li> <li>• I wish the programme could have been larger, maybe a weekend programme to avoid having to juggle UN negotiations</li> <li>• Schedule: perhaps not during the GA session (September to December) but July-August (3x)</li> </ul>		

## 7. Overall satisfaction with the workshop.

<b>Overall, to what extent were you satisfied with the workshop?</b>	Completely	19	95%
	Mostly	1	5%
	More or less		0%
	Partially		0%
	Not at all		0%
	<i>Total</i>	<i>20</i>	<i>100%</i>

Would you recommend this seminar to a colleague?	Yes	20	100%
	Not sure		0%
	No		0%
	<i>Total</i>	<i>20</i>	<i>100%</i>

### Please give us recommendations for future topics beyond the area of negotiations

- It should involve regional workshops for foreign ministries in capitals.
- International trade policy
- Human rights - UPR preps
- International Humanitarian Law
- Resolution drafting, lobbying
- Workshops for Missions
- Documents elaborations + speeches or interventions elaboration
- I have found the workshop very useful. However, it would be better if there is a chance given to participants to chair a meeting or lead a negotiation.
- UNITAR might wish to invite the President of the 2010 NPT RevCon to speak on this workshop and share his experience on what transpired in May 2010.

### General Comments:

- This has been the most thought-providing and insightful training. I am now confident that I can contribute towards achieving my country's national interests through a just outcome wherever needed.
- It was great.
- Very clear and useful tools were thought. Thank you for that. I look forward for assisting to more of your courses.
- It was very well organized.