



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION  
Institute for Capacity Building

# **On Top of the Game: *Global Strategies and Negotiations towards Green Growth***

**Executive Programme**  
23 – 28 October 2011  
Hernstein Castle, Austria



**Saïd Business School**  
UNIVERSITY OF OXFORD

**Federal Ministry for**  
 **European and International Affairs**



## INTRODUCTION

Policymakers and public leaders in developing countries know that leading effectively through policy reforms, multilateral negotiations and industrial development programmes is more complex and unpredictable than ever before. Lifelong learning, therefore, is a requirement for making the right policy choices, keeping up with the latest research and navigating the ever-increasing complexity of multilateral negotiations, such as the ongoing debates on climate change (COP17) and sustainable development (Rio+20).

The **UNIDO Institute for Capacity Building** has joined forces with **Oxford University's Saïd Business School** to address these needs by offering executive programmes for public leaders who want to harness their ingenuity and drive, in order to reshape their countries and create a prosperous tomorrow. The programmes are designed combining the highest standards of academic rigour of Oxford University with the vast industrial policy and technology experience of UNIDO, as well as the participants' own experiences in current multilateral negotiations and policy challenges.

The executive programme of the UNIDO Institute for Capacity Building is financially supported by the Republic of Austria.

*The UNIDO Institute for Capacity Building provides training on key issues pertaining to sustainable industrial development. It serves as a platform for knowledge creation, knowledge sharing and as a catalyst for innovative solutions and ideas for addressing specific policy challenges for achieving more inclusive and sustainable patterns of globalization.*



## THE PROGRAMME

---

### What does the programme provide?

The programme provides a strategic insight into state of the art analyses and research on developing countries' options in green growth and energy policy, as well as related green technologies, innovations and multilateral negotiations. The programme further develops and strategically orchestrates the five key skills of a negotiator's tool-kit – thorough analysis; rational decision-making; persuasion; innovation; and implementation – and combines it with insights on policy positions and options in current environmental negotiations, as well as elaborating policy options in view of specific (green) industrial development needs in developing countries. It brings together leading figures from multilateral diplomacy, international business, law, academia and the UN system. Their range of experience and expertise are unmatched to advance participants' understanding of the key processes and the policy space available for developing countries in multilateral environmental and economic negotiations. The programme avoids rote lecturing and seeks interactivity and intellectually challenging case discussions, exercises and simulations, all led by world-class academics and practitioners. The dynamic course structure and limited group size enable participants to interact with both faculty and each other to analyze and resolve individual issues and concerns. Lively evenings with talks by distinguished speakers will round off the programme.

### Who should attend?

The programme *“On Top of the Game: Global Strategies and Negotiations towards Green Growth”* is designed for senior negotiators, policymakers and executives from developing countries and transition economies, involved in multilateral negotiations and important policy decisions in relation to the ongoing debates on climate change and Rio+20.

### Format & Venue

The programme is a 5.5 day residential seminar, located at Hernstein Castle, in the proximity of Vienna, Austria. It offers full accommodation (single rooms), meals and sports facilities (<http://www.schloss-hernstein.at>).

### Certificate

At the end of the course, participants will be awarded a certificate.



Hernstein Castle, Austria

## ADMINISTRATION & FEES

---

### Programme admission

Admission to this programme is competitive and is based on professional achievement, organizational responsibility and involvement in the relevant negotiations and preparatory activities towards Rio+20. There is no formal educational requirement, but fluency in written and spoken English is a necessity for the programme.

Early application is encouraged. Qualified candidates are admitted on a rolling, space-available basis. Due to the senior level of the participants and the interactive nature of this programme, the number of participants is limited to a maximum of 30. Applications received after the deadline will be considered only if space is available. To apply to the programme please use the attached application form and return it to [unido-institute@unido.org](mailto:unido-institute@unido.org). Deadline for applications is **16 September 2011**.

### Programme fees

The programme fee is USD 6,200. This includes tuition, training material, accommodation and meals. All other expenses (e.g. travel and visa cost) are not covered by the programme fee and need to be borne by the participant. Applicants from developing countries may apply for financial support by UNIDO's capacity-building facility. Applications for this facility should be indicated on the registration form.

### Benefits

At the end of the course, participants will be better equipped to

- ✓ Analyse complex negotiation situations, with a particular focus on multilateral negotiations in the field of green growth, to determine the interests, processes and relationships that might lead to fruitful, sustainable agreements;
- ✓ Develop and excel in the five skills of negotiation (information-gathering, decision-making, persuasion, innovative thinking and implementation/enforcement);
- ✓ Gain an enhanced understanding of the challenges of green resource-efficient industrial and economic growth and how to address them;
- ✓ Identify and avoid costly errors in own thinking habits and those of others;
- ✓ Use persuasion at the table, and operational capacities beyond the table, to alter situations and re-frame issues in ways that support specific goals and plans;
- ✓ Understand the roles that mediators and third parties can play in negotiations;
- ✓ Acquire a better understanding of how people approach negotiations in different cultures.

## OVERVIEW TIMETABLE

Date	Time	Lecturer/Speaker	Description
Sun, 23 October	11:00 - 13:00		<i>Transfer from Vienna International Airport to Hernstein Castle - Registration</i>
	18:00 - 18:30	K. Yumkella	Global economic trends and the current "green" negotiations: From the scientific facts to the political agenda at Rio+20
Mon, 24 October	08:30 - 09:30	H. Leuenberger	Global economic trends and the current "green" negotiations: From the scientific facts to the political agenda at Rio+20
	09:30 - 12:45	S. Roberts	Negotiation: A comprehensive, research-based approach
	13:45 - 17:30		Understanding increasingly complex negotiations.
	17:45 - 18:45	M. Bazilian	Learning from experience: Positions and national interests in the global energy agenda
Tue, 25 October	08:30 - 12:45	G. Orren	Persuasion in Negotiation: Analysis of Persuasion and Influence
	13:30 - 17:45	M. Gates	Negotiating successfully across cultures
	18:00 - 19:00	S. Young	The Korean Experience: Policy options and policy space for developing countries in current multilateral negotiations on sustainable development
Wed, 26 October	08:30 - 12:45	T. Cullen	The high cost of low-trust and ethical considerations in negotiations
	13:30 - 14:45	D. King T. Altenburg A. Alcorta	Environment and industry: The concept of a low-carbon future and possible positions for developing countries in the current climate negotiations
	15:00 - 18:00	T. Cullen	Further development of negotiation principles – an interactive teaching session, dealing with interests-based negotiation
	18:10 - 19:00	(Movie)	Showing of the film: "The Bank, The President, and the Pearl of Africa" – Tug-of War.
Thu, 27 October	08:30 - 10:45	N. Woods	Discussion of the film "The Bank, The President, and the Pearl of Africa"
		T. Cullen	Punching above your weight in international negotiations - strategies for developing countries achieving their goals.
	11:00 - 12:45	O. Darbshire	Advanced decision-making, groupthink and other hazards
	13:30 - 15:30		Carter Racing
	15:45 - 18:00	O. Darbshire M. Bazilian	Multi-party and multi-issue negotiations: The case of Rio +20
	Evening lounge talks	E. von Weizsaecker S. Si Ahmed N. Nakicenovic	From science to governance: Sustainable development strategies for developing countries at Rio+20 negotiations
Fri, 28 October	08:30 - 13:00	T. Cullen	Interactive teaching session, reinforcing concepts of logrolling, no-deal options, contingencies, sequencing etc. – recapping on lessons learned throughout programme
	14:00 - 15:00	T. Cullen S. Roberts H. Leuenberger	Concluding recap & open discussion of negotiation challenges
	15:00 - 15:30	W. Luetkenhorst	Concluding remarks and certification ceremony
	15:30		<i>Transfer to Vienna International Airport</i>

# FACULTY

---

**Augusto ALCORTA**, Director, Development Policy and Strategic Research Branch, United Nations Industrial Development Organization (UNIDO)

**Tilman ALTENBURG**, Head, Department for Competitiveness and Social Development, German Development Institute (DIE)

**Morgan BAZILIAN**, Special Adviser to the Director-General on Energy Issues, UNIDO

**Tim CULLEN**, Programme Director, Saïd Business School, Oxford University; Senior Associate Member, St. Antony's College, Oxford University; Managing Director, TCA International Policy Management

**Owen DARBISHIRE**, Abraham and Henrietta Brettschneider Scholar & Rhodes Trust University Lecturer in Management Studies, Saïd Business School, Oxford University

**Michael GATES**, Group Managing Director, Richard Lewis Communications

**David KING**, Director, School of Enterprise and the Environment, Oxford University

**Heinz LEUENBERGER**, Director, Environmental Management Branch, UNIDO

**Wilfried LUETKENHORST**, Managing Director, Strategic Research, Quality Assurance and Advocacy Division, UNIDO

**Nebojsa NAKICENOVIC**, Director, Global Energy Assessment (GEA), International Institute for Applied Systems Analysis (IIASA)

**Gary ORREN**, Professor of Public Policy and Management, Harvard Kennedy School

**Sherman ROBERTS**, Academic Director, Oxford Programme on Negotiation, Saïd Business School, University of Oxford

**Sidi Menad SI AHMED**, Director, Montreal Protocol Branch, UNIDO

**Soogil YOUNG**, Chairman, Presidential Committee on Green Growth, Republic of Korea

**Ernst Ulrich VON WEIZSAECKER**, Advisor, German Foundation for World Population; Dean, Donald Bren School of Environmental Science and Management, University of California

**Ngairé WOODS**, Professor of International Political Economy and Director, Global Economic Governance Programme, University College, University of Oxford

**Kandeh K. YUMKELLA**, Director-General, UNIDO

# I. REGISTRATION FORM

First Name:			
Last Name:			
Title:			
Country / Organization:			
Nationality:			
Date of Birth:			
Passport Number:			
Address (Office):			
City:			
Telephone (Office and Mobile):			
E-Mail:			
Dietary preferences:	Vegetarian	Lactose Intolerance	Other
I hereby apply for financial support to cover the programme fee*		Yes	No
I hereby apply for financial support to cover travel costs*		Yes	No

*\*Participants from developing countries may apply. A subsidy authorization form will be sent to eligible applicants.*

Name & Address of endorsing institution: ..... ..... ..... ..... .....
---

## II. APPLICATION FORM

---

### RESPONSIBILITIES

Please describe your own responsibilities within your government, including the title of the official to whom you directly report, and also indicate how many people report to you:

---

---

---

---

---

---

---

---

---

---

### ROLE

Please describe your role in the negotiations on sustainable development (Rio+20):

---

---

---

---

---

---

---

---

---

---

### CHALLENGES

Please briefly describe a particular negotiation challenge you would like to work on during the programme:

---

---

---

---

---

---

---

---

---

---

ADDITIONAL  
INFORMATION

Please supply any other information you would like to provide in support of your application:

---

---

---

---

---

---

---

---

---

---

I CONFIRM THAT I WILL BE ABLE TO ATTEND FOR THE FULL DURATION OF THE PROGRAMME FROM 23 – 28 OCTOBER 2011.

---

Applicant's signature

Seal of endorsing institution

---

Signature of endorsing official

Name and title of endorsing official:

.....  
.....

We kindly ask you to fill out the present registration and application form and return it to [unido-institute@unido.org](mailto:unido-institute@unido.org) by **16 September 2011**. Please do not hesitate to contact us if you have any queries. Thank you very much for your cooperation.

**Contact**

Mr. Kazuki KITAOKA (programme) or  
Ms Maribel OLEGARIO-POLIMENI (administration)  
UNIDO Institute — VIC Office D-2103  
P.O. Box 300, A-1400 Vienna, Austria  
Tel: +43-1-26026-3723  
Fax: +43-1-26026-6809