



# Strengthening Multilateralism Empowering Leaders

TRAINING CATALOGUE



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# Who We Are

With over 55 years of experience, the United Nations Institute for Training and Research (UNITAR) delivers more than 500 training activities per year, reaching out to over 55,000 professionals worldwide. UNITAR is a leading provider of training in global and strategic challenges for professionals both within and outside of the United Nations system.

Our aim is to strengthen the intergovernmental machinery of the United Nations by providing capacity-building activities and executive learning that address the needs of diplomats, government officials, international civil servants and private sector entities to meet complex and global challenges. Our activities cover a wide range of policy domains including international law, multilateral negotiation, economic diplomacy, human rights, Agenda 2030 and other related topics, as well as capacities and skills development activities such as leadership, diplomatic report writing, public speaking, media relations and negotiation techniques, among many others.



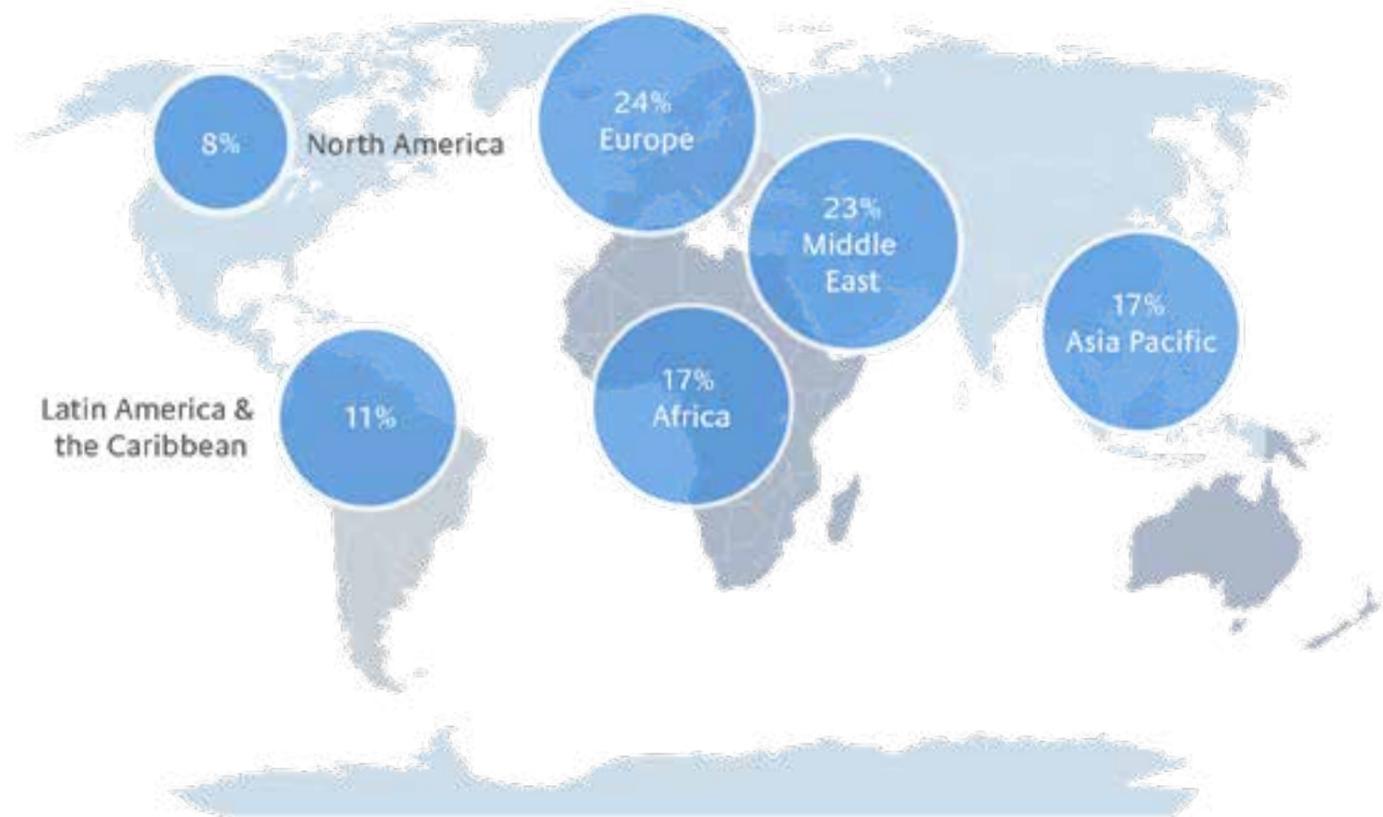
UNITAR's activities are customized to the beneficiaries' specific needs. Being at the forefront of the international arena, we bring together practitioners from all professional areas by facilitating knowledge exchange and management. Most of our activities are demand-driven, implemented in capitals and tailored to the specific needs of decision-makers. UNITAR's mandate equally covers and provides support to the diplomats based in Geneva, New York, Vienna, Rome, as well as in the cities hosting United Nations Regional Commissions.

# Achievements

Results and achievements for UNITAR in the sphere of Multilateral Diplomacy in 2018



Regional breakdown of beneficiaries of UNITAR's Multilateral Diplomacy events and courses



# Meet some of our Experts



**H.E. Lars Tillfors**  
CONFERENCE DIPLOMACY AND  
MULTILATERAL NEGOTIATIONS

Mr. Lars Tillfors is a former Swedish Diplomat with a long experience of both Multilateral and Bilateral Diplomacy and negotiations with postings in New York, Geneva and Washington D.C. as a delegate and international civil servant. He is experienced in running international and intergovernmental meetings and in interagency affairs as well as managing contacts with Missions and Member States delegates. He has been a consultant for UNITAR for many years and has performed training of Young Diplomats and International Civil Servants in Multilateral Diplomacy and UN negotiations.



**Masoumeh Sahami**  
ECONOMIC DIPLOMACY NEGOTIATION

Masoumeh Sahami holds a Master's in Business Administration and has 30 years of service with the United Nations. As the Secretary of the Trade and Development Board she served as Secretary of the 13th UNCTAD Ministerial Conference in Doha in 2012. She has participated in a wide variety of technical assistance activities in developing countries, covering areas from trade facilitation to mainstreaming gender in development strategies, microfinance, trade, and poverty. She served as Chief of Intergovernmental Support Services and Secretary of the Trade and Development Board at UNCTAD.



**H.E. Bertrand Louis**  
DIPLOMATIC PROTOCOL AND ETIQUETTE

Bertrand Louis is a former Ambassador and Deputy Permanent Representative of Switzerland to the United Nations Office and other international organizations in Geneva, while acting as head of the host country division at the Permanent Mission of Switzerland. He started his career in the diplomatic service in 1979 and held various postings, including Deputy Permanent Representative of Switzerland to the United Nations Environment Program in Nairobi (UNEP) and Deputy Chief of Protocol of the Federal Department of Foreign Affairs in Berne. He was Ambassador to Cuba, Jamaica and Haiti, and Morocco.



**Phillipa Lawrence**  
UN PROTOCOL

Ms. Phillipa Lawrence is the former Chief of Protocol at the United Nations Office at Vienna where she coordinated visits of Royalty, Heads of State and Government, and liaised with Ministries of Foreign Affairs and Permanent Missions to the UN Office at Vienna. She also arranged diplomatic and protocol ceremonies and was a key interlocutor for protocol arrangements for High Level Meetings, Congresses and Conferences. She has lectured on protocol and etiquette in Kosovo, Austria, Eritrea, Jordan and Jamaica, as well as at the United Nations in Vienna.



**Jerome L'Host**  
LEADERSHIP, PRESENTATION AND  
FACILITATION SKILLS

Jérôme L'Host is a dedicated Senior Consultant based in Geneva and Moscow, working internationally with both Public and Private Sectors. Over the last sixteen years, he has delivered presentations and motivational speeches for numerous public and private entities. Mr. L'Host has managed more than 40 large-scale international projects in more than 30 different countries.



**Tania Dussey-Cavassini**  
NEGOTIATING, DRAFTING, AND  
ADOPTING UN RESOLUTIONS

Tania Dussey-Cavassini combines 27 years of hands on experience in global health, diplomacy, business consulting, executive education and law enforcement, with strong exposure to companies ranging from global services, life sciences, consumer products to heavy industries. From 2006 to 2012, Tania worked at IMD, ranked #1 worldwide by the FT in Executive Education, developing IMD's custom programs for multinational companies, designing transformational learning and development initiatives that blend capability building with business impact.



**H.E. Amr Aljowaily**  
EFFECTIVE WRITING IN MULTILATERAL  
DIPLOMACY

Amr Aljowaily is currently Egypt's Ambassador to Serbia, and visiting faculty at UNITAR. He has held leading positions in multilateral negotiations including: Rapporteur of the United Nations' Special Committee on Peacekeeping in 2015, Chair of WTO's Committee on Information Technology Agreement in 2007, and many others. Mr. Aljowaily also has participated in numerous executive training activities, including the select Missions Leaders Course of the UN Department of Peacekeeping Operations.



**Michele Pekar**  
NEGOTIATION SKILLS

Michele Pekar is the Executive Director of Co-Dev, Inc. France and USA, a consulting firm specializing in negotiation and leadership skills. For the last 15 years, as a senior negotiation trainer, she has taught courses and seminars for several international organizations, academic institutions and in corporate executive training. She has developed international strategy and partnerships for European institutions of higher education. She graduated from Harvard University.

# TRAINING PROGRAMMES



# Customized Training

## 1. SELECT

Upon request of individual UN Member States and/or in partnership with intergovernmental organizations or UN agencies, UNITAR organizes and implements specifically designed courses on themes related to multilateral diplomacy, international law, and international affairs management, including capacity building, skills development, and the three pillars of work of the United Nations: Human Rights, Peace and Security, and Development.

## 2. CUSTOMIZE

The duration, content and mode of delivery of the courses are defined in close consultation with the beneficiaries and partner organizations in order to meet participants' specific needs.

## 3. ENGAGE

The training activities are implemented face-to-face in Geneva, in capital cities and in other locations, as well as online via UNITAR's e-Learning platform.

## TRAINING DESIGN

### PARTICIPANTS

UNITAR's customized training activities in multilateral diplomacy target:

- Delegates, Ministries of Foreign Affairs and Government officials;
- Staff of Diplomatic Academies and Foreign Service training institutions; International Civil Servants;
- Cosmopolitan and Executive Decision-Makers from the private sector.

### TRAINING MATERIAL

UNITAR provides a set of training materials, prepared in close cooperation with partners and resource persons, consisting of presentations, selected readings, instructions for the interactive exercises and discussion group assignments, relevant publications, etc. The material enables trainees to participate in a well-informed and effective way.

### METHODOLOGY

All training sessions devote particular attention to:

- **Interactivity:** During sessions in the courses, participants will be actively involved in discussions, feedback sessions and group exercises;
- **Applicability:** The courses use a “learning-by-doing” approach where participants learn how to apply theories to real-life situations, either through case studies, role plays or simulation exercises;
- **Experience Sharing:** The courses build upon the experience, knowledge and personal resources of the participants.

### DURATION

The content, methodology and structure of each course are tailored to the specific needs of the participants and defined in close consultation with the beneficiary/partner organization, the duration varies from training to training.

### TRAINING COST

Training costs vary from event to event, but generally cover the following elements:

- Content development, including expertise to develop, revise, or customize pedagogical material to the needs of the requesting Member State or organization;
- Assessment of training needs of the targeted beneficiaries;
- Facilitation and supervision expertise during the implementation of the activity;
- Purchase and reproduction of training material and supplies;
- Communication and shipment of training material;
- Evaluations and reports.

### FINANCING

Training activities organized at the request of UN Member States or organizations are financed entirely through extra-budgetary sources.

There is no need to wait until the full project budget has been secured before contacting UNITAR. While it remains the responsibility of the requesting entity to secure full funding, UNITAR is often able to assist in the fundraising process. When submitting a request, it is thus important to identify possible sources of funding and indicate if contact has already been made.

# Core Diplomatic Training and Executive Diploma

Since its inception in 1965, UNITAR has been supporting diplomats and delegates based in Geneva, New York City, Vienna, Rome, as well as UN Offices in the host cities of UN regional economic commissions, by offering Core Diplomatic Training (CDT) workshops which are considered to be the “core” of UNITAR.

A CDT workshop is an executive-style face-to-face training offered to diplomats and other actors in Geneva and at major United Nations locations. It covers training in international cooperation and multilateral diplomacy, aimed at enhancing the understanding of the United Nations system and its organs and procedures, strengthening the skills relevant to conferences and negotiations and supporting efforts to build a more effective multilateral system.

The average duration of a CDT workshop is two days, and the courses are delivered in English.

## TARGET AUDIENCE

- Delegates, Ministries of Foreign Affairs and Government officials;
- Staff of Diplomatic Academies and Foreign Service training institutions;
- International Civil Servants;
- Cosmopolitan and Executive Decision-Makers from the private sector.

## WORKSHOPS

- Negotiation Skills and Techniques (Basic);
- Negotiation Skills and techniques (Advanced);
- Conference Diplomacy and Multilateral Negotiation;
- Effective Writing in Multilateral Diplomacy;
- Public Speaking and Presentation Skills;
- Stakeholder Engagement and Coordination;
- Negotiating, Drafting & Adopting UN Resolutions;
- Diplomatic Protocol and Etiquette;
- Leadership Skills;
- Digital Diplomacy.



## Executive Diploma in Diplomatic Practice

UNITAR offers an Executive Diploma in Diplomatic Practice for diplomats based in Geneva and Vienna. The Diploma consists of eight to ten face-to-face training workshops for diplomats and other key actors throughout the world.

These activities are executive-style trainings focusing on international cooperation and multilateral diplomacy. They are aimed at enhancing participants’ understanding of the United Nations system, its organs and procedures, as well as strengthening the core skills in the practice of diplomacy to further empower their career within the United Nations and international affairs. Candidates participating in the Executive Diploma will have the possibility to attend 8 to 10 face to face trainings during this period, in addition to other elements such as online courses and research papers.

The Executive Diploma represents an unparalleled opportunity for professional development aimed at diplomats, government officials, professionals working in academia and in the private sector. Being awarded an Executive Diploma in Diplomatic Practice will not only improve the career opportunities of successful candidates, but also expand their global network.

Students can also attend a series of panel discussions, which will aim to cover compelling and current challenges in the international arena, linked to the Sustainable Development Goals and the Agenda 2030.

After an initial introductory session, participants will have access to a certified coach throughout the programme, who will be able to assist them with any issues they may encounter during the Executive Diploma. In addition, there is an opportunity for self-assessment of progress and self-reflection on one’s future career goals after completing the programme.

# e-Learning Courses

Using the Internet as a training medium, UNITAR brings together participants and trainers in a unique learning environment. All online courses build on UNITAR's wealth of experience in designing and implementing training workshops in diplomacy and multilateral affairs at country and regional levels.

The courses are available in English, French and Spanish and last between two and eight weeks. They place an emphasis on online discussions and self-paced learning, which allows students to schedule their learning according to their specific needs, make use of additional resources using the Internet and work from any location where they have access to a computer with internet connection.

All courses are delivered via UNITAR's virtual learning platform. This pedagogical tool will help the participant meet the course's learning objectives through multimedia, optional and required readings, discussion forums, assessment quizzes, and a wealth of other information. Adapted specifically to full-time professionals, participants will learn by absorbing (reading), doing (activities), interacting (socializing), and reflecting (relating to personal experience).

The advantages of online training are many. Participants are able to:

- Schedule and pace their learning according to their specific needs;
- Make use of additional resources using the internet;
- Work from any location where they have access to a computer with an internet connection;
- Connect with fellow participants and instructors through the learning portal.

## OUR SERVICES

- *Annually Scheduled Online Courses*  
Each year UNITAR provides nearly 15 e-Learning courses for a variety of highly demanded topics. We offer 25% discount for group bookings.
- *Customized Courses/Platform/Discussion Boards*  
Additionally, we design and conduct tailor-made online courses, Massive Open Online Courses (MOOC), simulation exercises, webinars and discussion boards.

## COURSES ON MULTILATERAL DIPLOMACY

- Introduction to the United Nations System;
- Multilateral Conferences and Diplomacy;
- United Nations Protocol;
- Climate Change Diplomacy: Negotiating Effectively under the UNFCCC;
- Public Diplomacy in a Multipolar World;
- Digital and Cyber Diplomacy;
- The Art of Speechwriting;
- Cosmopolitan Communication: Connecting across Diplomats, Business Leaders and Civil Society;
- Cultural Diplomacy in a Multipolar World;
- Mediation Skills;
- Overcoming Negotiation Deadlocks;
- Introduction to Water Diplomacy;
- Chairing International Conferences;
- Business and the 2030 Agenda: Working Together Towards a Sustainable Future;
- Frontier Diplomacy.



# Master's Programmes

New Master's programmes are foreseen in the second half of 2019. Please check UNITAR's website, or contact us for more information.

## Moscow State Institute of International Relations

UNITAR implements three Master programmes in partnership with the Moscow State Institute of International Relations (MGIMO). For these programmes, students will be able to choose courses corresponding to their personal interests among modules included in the study plan. During their final semester, students will have the opportunity to conduct an on-the-job training with the United Nations System or in an international organization worldwide.

### Master's Degree in Multilateral Diplomacy

The programme focuses on contemporary global issues and conflicts, Russian foreign policy, global governance, international institutions, global security, and modern diplomacy. As part of the programme, UNITAR delivers trainings on topics including the UN system, conference diplomacy, negotiation skills, UN protocol and etiquette.

Graduates from the Multilateral Diplomacy programme will benefit from a high level of proficiency in foreign languages, professional knowledge in the field of international relations, diplomacy and negotiations, as well as skills in intercultural and business communication.

### Master's Degree in Humanitarian Cooperation and External Relations of Regions

This programme, a first of its kind in Russia, aims at developing theoretical and practical skills to work in an international environment. Graduates will learn to handle problems of modern international relations, understand the growing role of social and humanitarian factors in the world, the importance of digital diplomacy, establish contacts with foreign partners and negotiate with them.

Graduates from the Humanitarian Cooperation and External Relations of Regions Programme will be able to work in Russian Ministry of Foreign Affairs; governments of Russian regions (departments of international cooperation); non-governmental organizations (NGOs); structures for Russian and international business; or the UN system.



## Master's Programme in Public Administration and Project Management

The aim of the Programme is to train students for civil services and commercial spheres who will be planning, implementing, supporting, monitoring, negotiating and controlling international projects in various fields of activity. This Project Management programme focuses particularly on knowledge of management laws, understanding of government bodies' functions and development of leadership qualities.

Graduates will strengthen their practical knowledge; from negotiation skills to business communication, they will be prepared for a wide range of careers in international organizations, private companies and public institutions.

## Open University of Catalonia

### Online Master's in International Affairs and Diplomacy

In an increasingly interconnected, globalized and complex world, where the importance of multilateral dialogue and cooperation is ever growing, the demand for training and capacity development in the field of international affairs and diplomacy is constantly rising. This Master programme and its related qualifications are offered jointly between UNITAR and the Open University of Catalonia (UOC).

This programme is designed to be perfectly suited to the needs of students and full-time professionals interested in both developing essential knowledge for understanding international affairs, as well as strengthening their capacities in the practice of diplomacy. This Certificate Degree will allow diplomats, government officials, students and other stakeholders to upgrade their studies and knowledge with a formally recognized degree combining the best of university education and UN executive training.

To receive the Master's degree in International Affairs and Diplomacy, issued by the UOC in partnership with UNITAR, students must complete all of the offered courses equivalent to 60 ECTS in no more than two years.

### Postgraduate Certificate in Diplomatic Practice and Postgraduate Certificate in World Studies

The Post-Graduate Certificates are condensed alternatives to the Master in International Affairs and Diplomacy that are equivalent to 31-32 ECTS. The Post-Graduate Certificate in Diplomatic Practice is focused on strengthening the skills and knowledge of diplomacy of students in their field of work. The Post-Graduate Certificate in World Studies provides a regional focus, as participants are required to take courses on different regions in world politics.

# High Level Briefings

UNITAR organizes a series of open lectures that are held on a regular basis at the Palais des Nations in Geneva, as well as high-level panels and conferences on key issues, bringing together key stakeholders from the public and private sectors.

## The Geneva Lecture Series

The Geneva Lecture Series (GLS), organized in partnership with the United Nations Office at Geneva (UNOG), aims at bringing awareness of pressing global challenges to the diplomatic community and the civil society of Geneva by creating interactions with internationally renowned speakers. Successfully launched by the former United Nations Secretary General Ban Ki-moon, the GLS invites prominent speakers to give a lecture on an annual basis, explaining the various challenges facing the international community around a specific theme.

# Advisory Services

With its unique expertise in the field of diplomatic training, UNITAR's services are frequently requested in the establishment and strengthening of national Diplomatic Academies or Ministries of Foreign Affairs. This support includes assisting Diplomatic Academies and Institutions in the development of their annual diplomatic training curricula and the preparation of course designs and teaching materials. UNITAR also contributes to the recruitment and development of human capital by strengthening skills analysis tools, identifying international experts in specific fields of interest, and delivering Training of Trainers workshops. The advisory services also include support in the promotion of national interests and in the establishment of partnerships with the international community and regional forums, constituencies and networks.

UNITAR is also uniquely equipped to assist Member States and other actors in designing their competency framework. A competency framework defines the knowledge, skills and attributes needed for people within an organization, and each individual will have its set of competencies needed to perform his/her job effectively. The creation of a competency framework will allow the organization to improve the selection of its new recruits through developing job descriptions and performance management based on the established competency frameworks.



# Resources



In order to fulfill its overarching mandate of “enhancing the effectiveness of the United Nations in achieving the major objectives of the Organization,” UNITAR provides a number of training tools and resources accessible through the UNITAR website or in a printed format:

- “Manual for UN Delegates: Conference Process, Procedure and Negotiation” (English and French);
- “Practices of Diplomatic Protocol in Geneva” (English and French);
- “Public Diplomacy: What is it and How to do it” (English).

For the latest publications, please visit the website.



LIST OF TRAINING  
COURSES

# List of Courses

All of the training courses can be designed on aFace-to-Face, online, or blended basis. The following list of courses are organized by thematic area.

## United Nations System and Diplomacy

- Introduction to the United Nations System;
- Conference Diplomacy and Multilateral Negotiation;
- International Relations and Global Diplomacy;
- United Nations Protocol and Etiquette;
- Chairing International Conferences;
- Rules of Procedure of United Nations Conferences;
- Working Efficiently with UN Budget Documents;
- International Crisis Management;
- Political Analysis;
- Commercial Diplomacy;
- Consular Diplomacy;
- Public Diplomacy in a Multipolar World;
- Cultural Diplomacy in a Multipolar World;
- Effective preparation for COP;
- Effective preparation for the ECOSOC;
- Effective preparation for the Human Rights Council;
- Effective preparation for the UN General Assembly;
- Effective preparation for the UN Security Council;
- Elections to UN Organs: Workshop for Election Officers;
- Empowering Women in the Peace Process Programme.

## Skills Development

- Skills Assessment and Management Development;
- Negotiations Skills and Techniques;
- Leadership Skills;
- Leadership and Mobilizing People;
- Public Speaking and Media Relations;
- Presentation and Facilitation Skills;
- Cosmopolitan Communication: Connecting Across Diplomats, Business Leaders and Civil Society Actors;
- Negotiation, Mediation and Conflict Resolution;
- Overcoming Negotiation Deadlocks;
- Women's Leadership and Negotiation Skills Programme;
- Diplomatic Report Writing;
- Effective English Report Writing Skills;
- The Art of Speechwriting;
- Structure, Drafting and Adoption of United Nations Resolutions;
- Inter-ministerial Coordination in Negotiation Preparation and Follow-up;
- Stakeholder Engagement and Coordination;
- Assertiveness and Influencing Skills;
- Conflict Resolution and Difficult Conversations;
- Positivity Skills;
- Training of Trainers.



## Environmental Diplomacy

- Climate Change Diplomacy: Negotiating Effectively under the UNFCCC;
- Climate Change and the Paris Agreement: Challenges and Expectations;
- Green Diplomacy;
- Introduction to Water Diplomacy;
- Negotiating Water Resources;
- Integrated Planning for Climate Change and Biodiversity;
- Integrating Environmental Protection and Human Rights into Mining Governance;
- Integrated Ecosystem-based Adaptation and Adaptive Governance.

## Human Rights Diplomacy

- International Human Rights Protection and Promotion;
- Human Rights Orientation Programme.

## International Law

- International Law;
- Law of International Organisations;
- Law of the Treaties;
- International Environmental Law;
- Techniques and Procedures of Environmental Law.

## Frontier Diplomacy

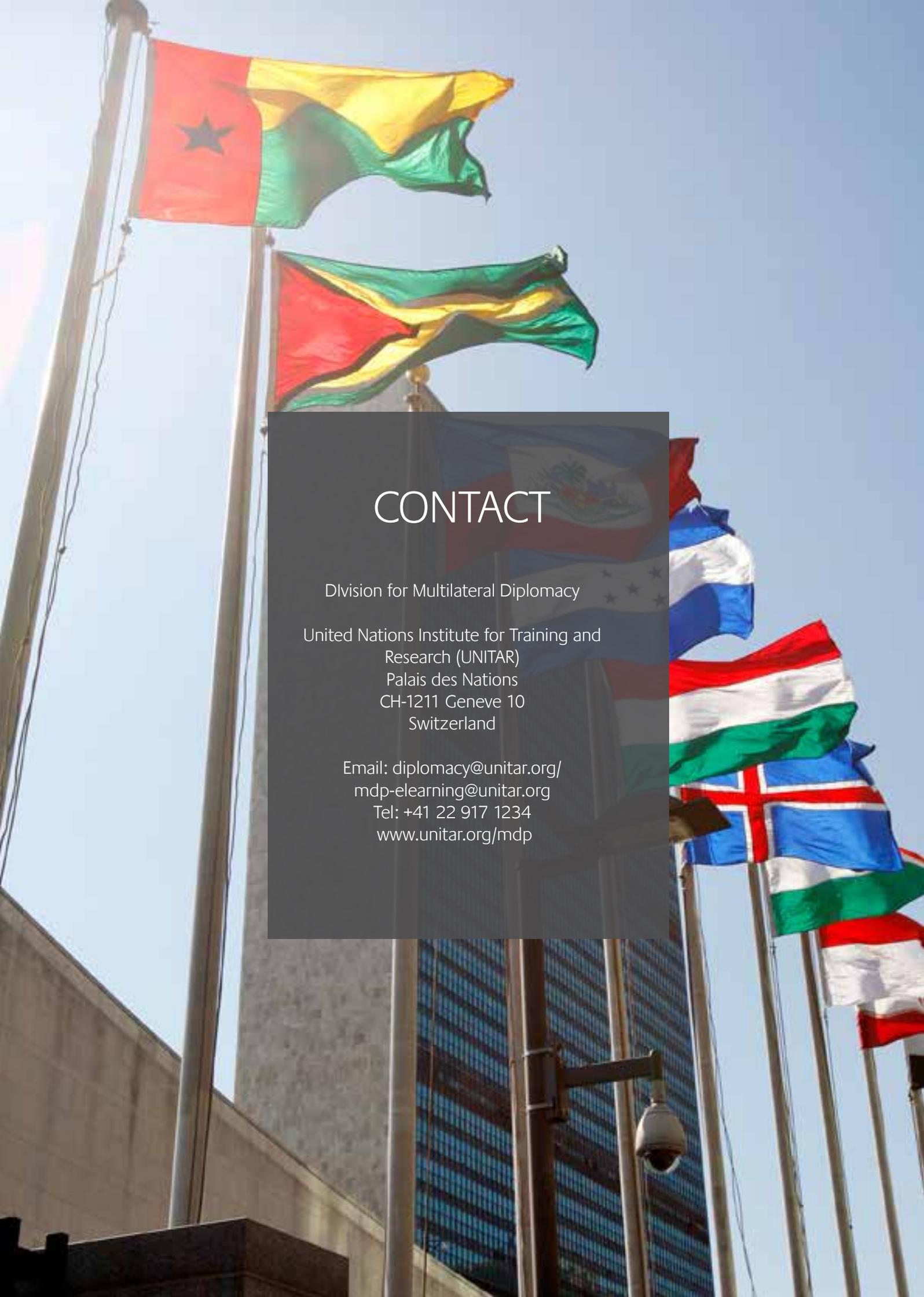
- Introduction to Frontier Diplomacy;
- Digital and Cyber Diplomacy;
- Internet Governance;
- Cyber Crimes and Cyber Security;
- Artificial Intelligence;
- Law of Outer Space;
- OICT Series: Blockchain & Cryptocurrencies, Cyberspace & Cybersecurity, Virtual & Augmented Realities and Artificial Intelligence.



“UNITAR’s Division for Multilateral Diplomacy is at the forefront of diplomatic capacity-building efforts, empowering decision-makers, delegates, officials, and others to face the oncoming challenges of tomorrow.”

MR. NIKHIL SETH

United Nations Assistant Secretary-General  
Executive Director, UNITAR



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