

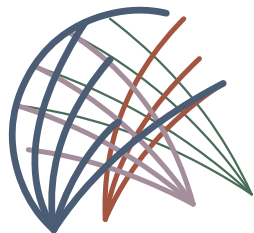
International Forum on Diplomatic Training

29th September 2010, Malta



*'Training for efficient and effective
Inter-ministerial policy coordination
and policy consultation in the field of
climate change'*

Prof. Dr. Raymond Saner, DD/CSEND

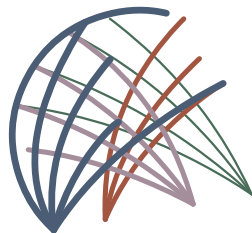


Diplomacy Dialogue



‘How could CC policymaking and CC negotiations be organised within our governments (Env. Ministry leads and MFA plays a supportive coordination role or vice versa?)

“What are the respective competencies required of today’s diplomats in either situation (MFA in lead or supportive role)”



Diplomacy Dialogue





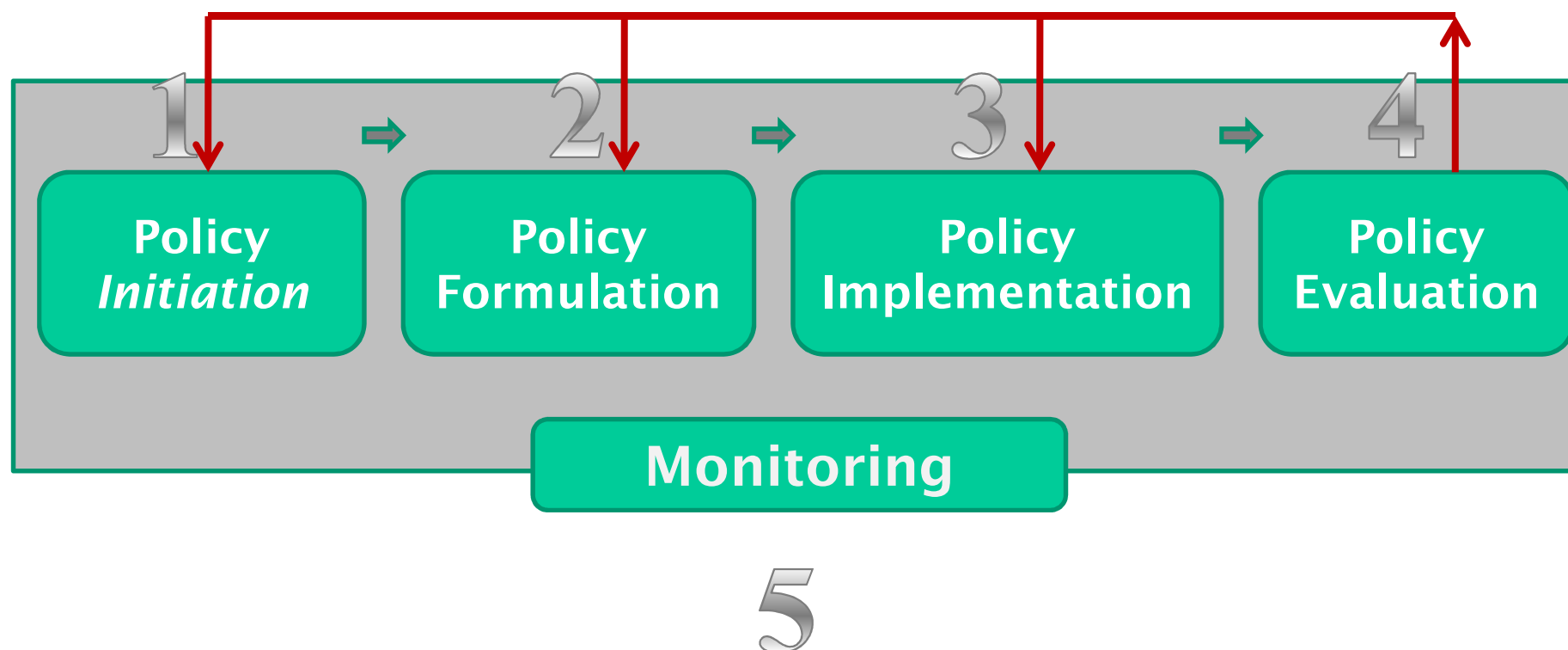
Introduction

Why do Coordination & Consultation of Climate Change Policy Matter?

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Policy Making Process

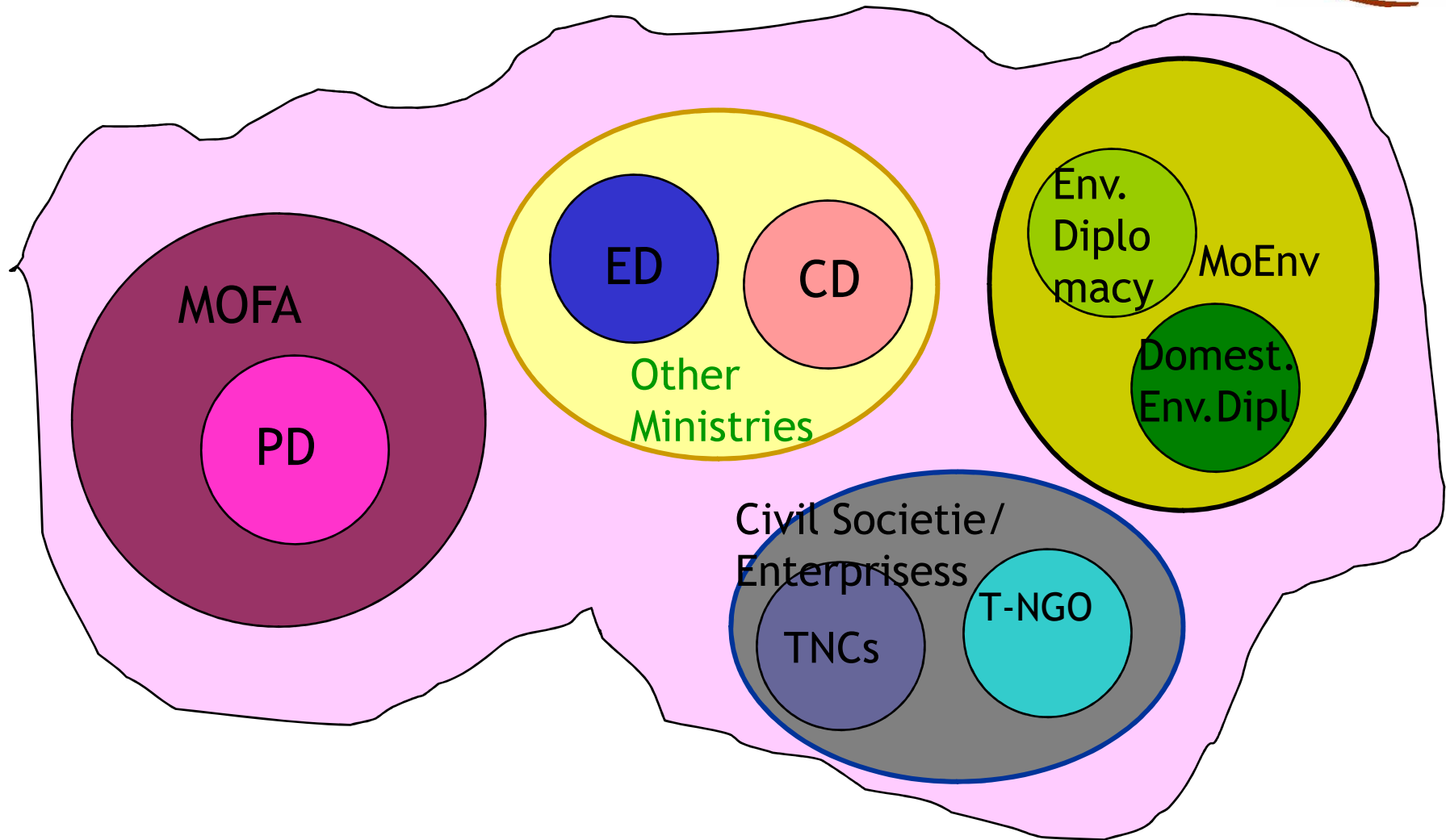




Importance of IMC

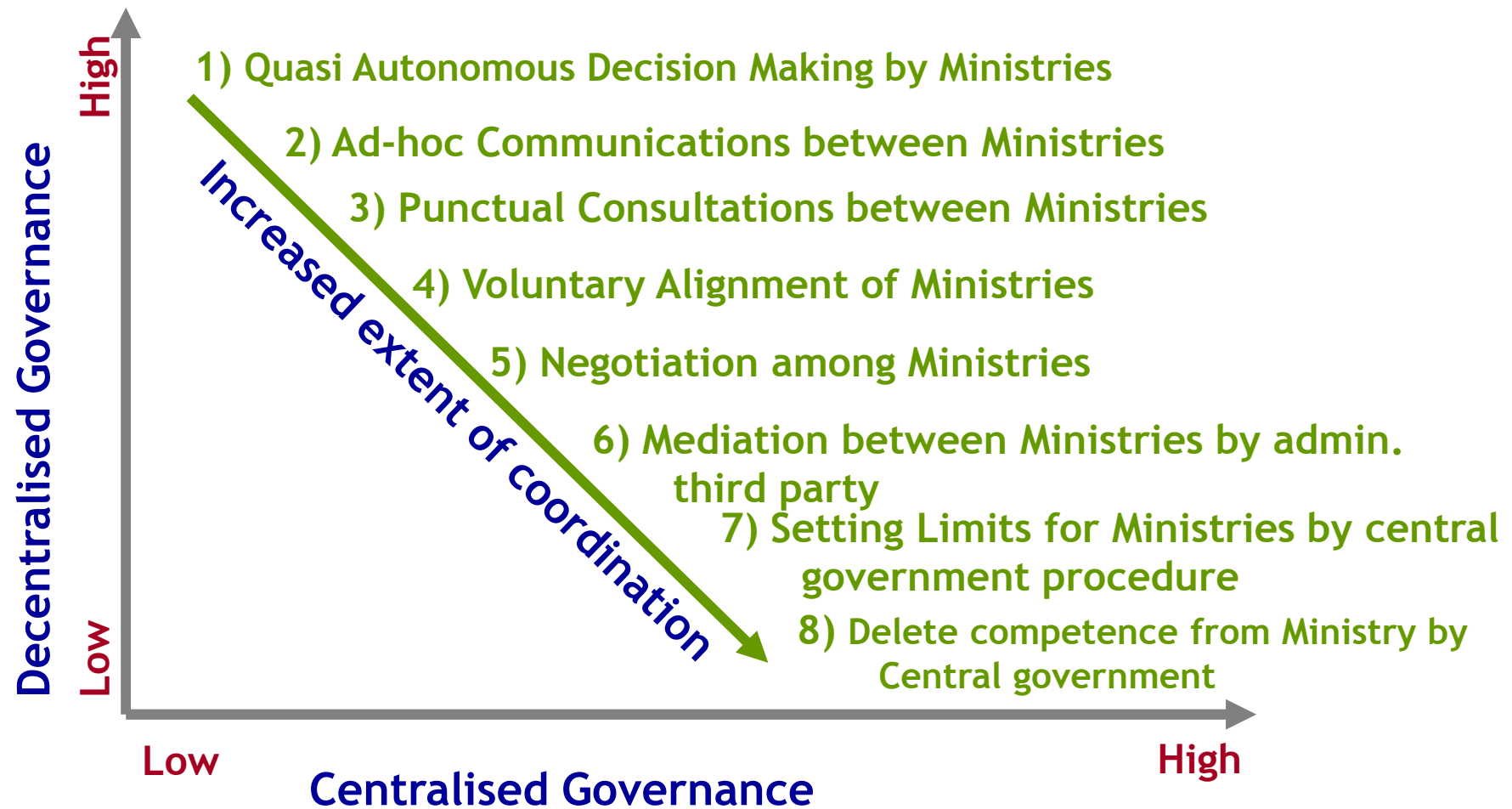
- The increase of the international and regional dimensions of Climate Change makes CC policy coordination necessary.
- Effective IMC helps eliminate policy programmes that duplicate actions and regulations.
- Coordination is a necessary element to deal with 'cross-cutting issues.
- Deficient policy coordination at the inter-ministerial level decreases a country's ability to improve their CC negotiation performance

Environmental Diplomacy



Levels of Governmental Coordination

(CSEND, 2009)



Features of a Good CC Policy:

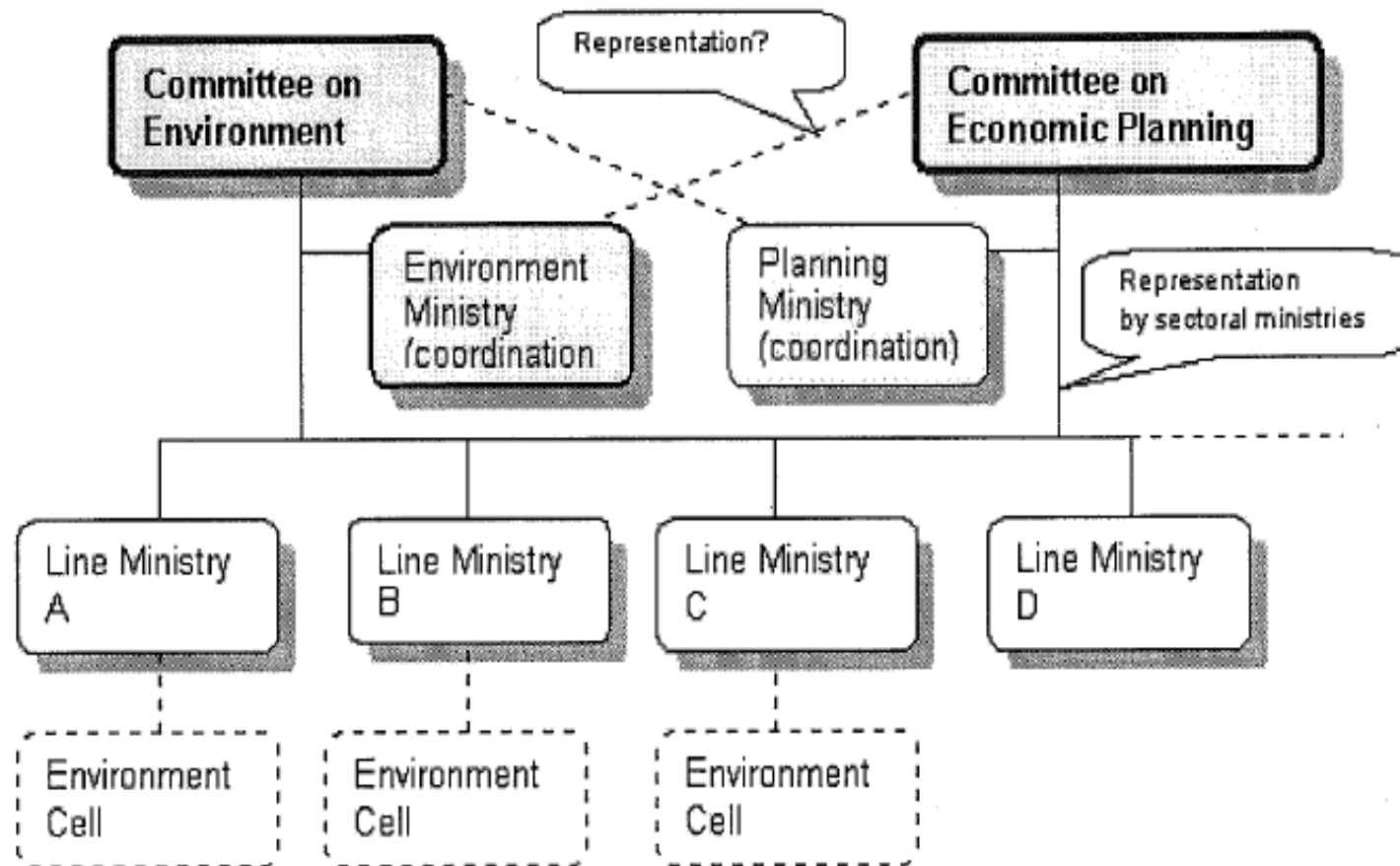
(based on CUTS, GRC, 2009)



- Based on national development policy
- Linked with other governmental policies
- Linked with international commitments
- Guides future positions on international negotiations related to CC
- Balances the interests of all key stakeholders
- Has a clear implementation plan with adequate resources

IMC applied to environmental policies: Who leads?

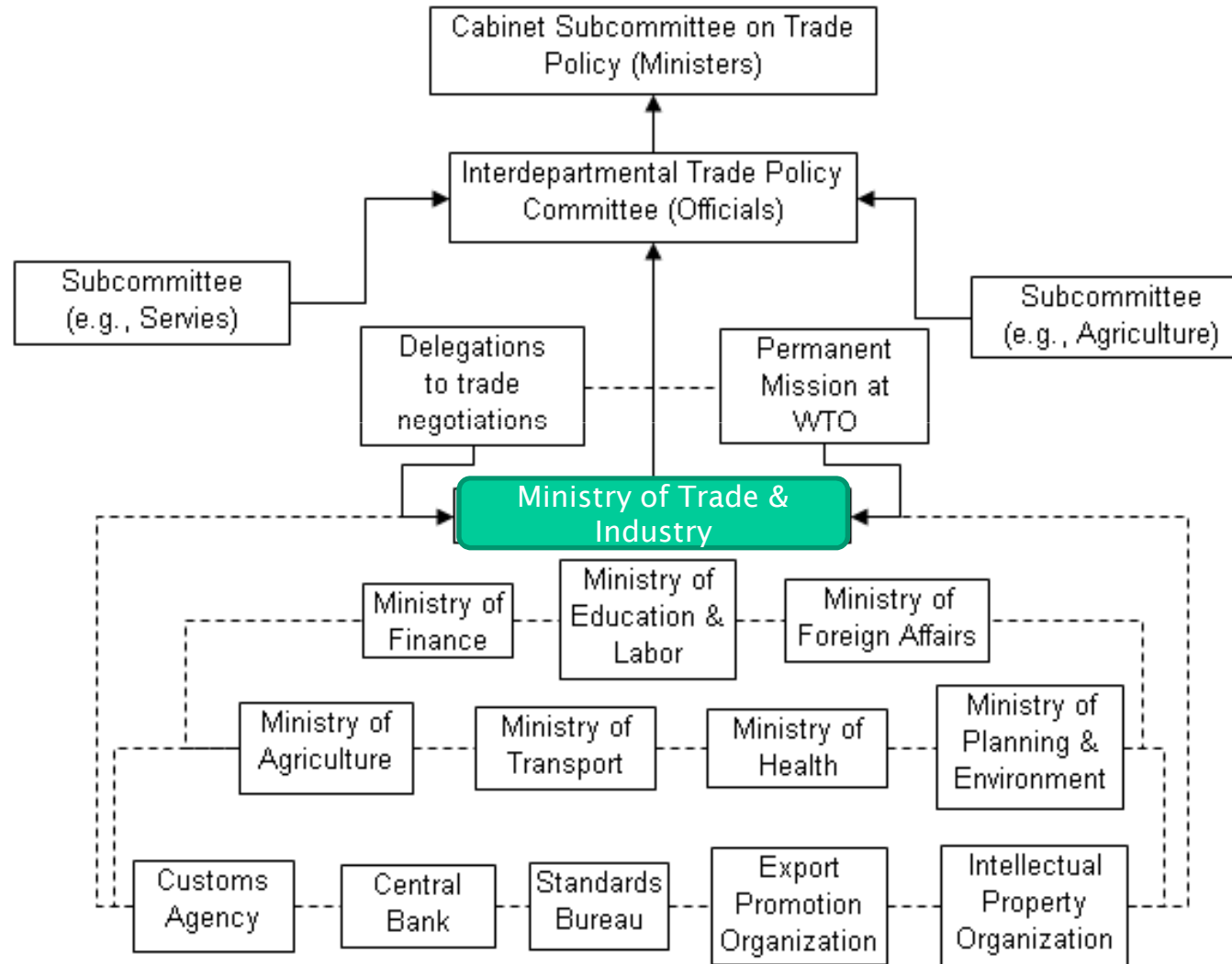
(adopted from B. Boyer, 2000)





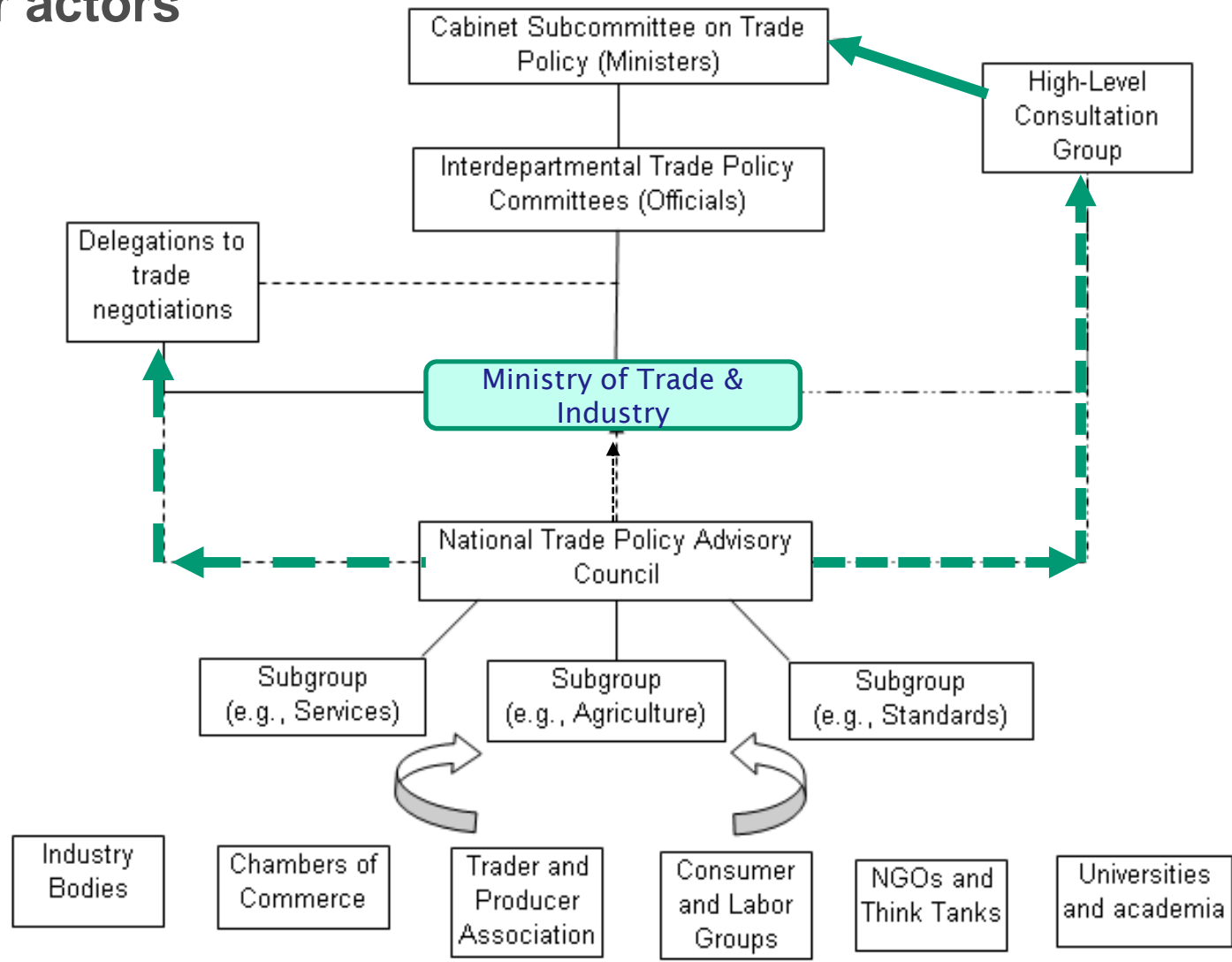
Interministerial policy coordination:

Type A: Sector Ministry leads, ex. Trade ministry in Dominant Position



(adapted from Nathan, p. 2)

Interministerial Policy Coordination & Consultation: Type B: Sector Ministry (e.g. Trade) Risk of Bypass by other actors



(based on Nathan, p. 15)

IMC is crucial to help country:



- 1. Clarify role of your MFA (lead or supportive role) ????**
- 2. improve credibility and competence of your government in its dialogue with other countries and domestic stakeholders**
- 3. design and manage consistent inter-ministerial CC policy cooperation based on IMC consultation mechanisms**
- 4. ensure effective CC negotiations and efficient implementation of CC agreements with adequate monitoring for constant CC policy updating and fine-tuning**



Prioritising Grid of Influencing Forces (IMC in Env. Diplomacy from MoEnv position)

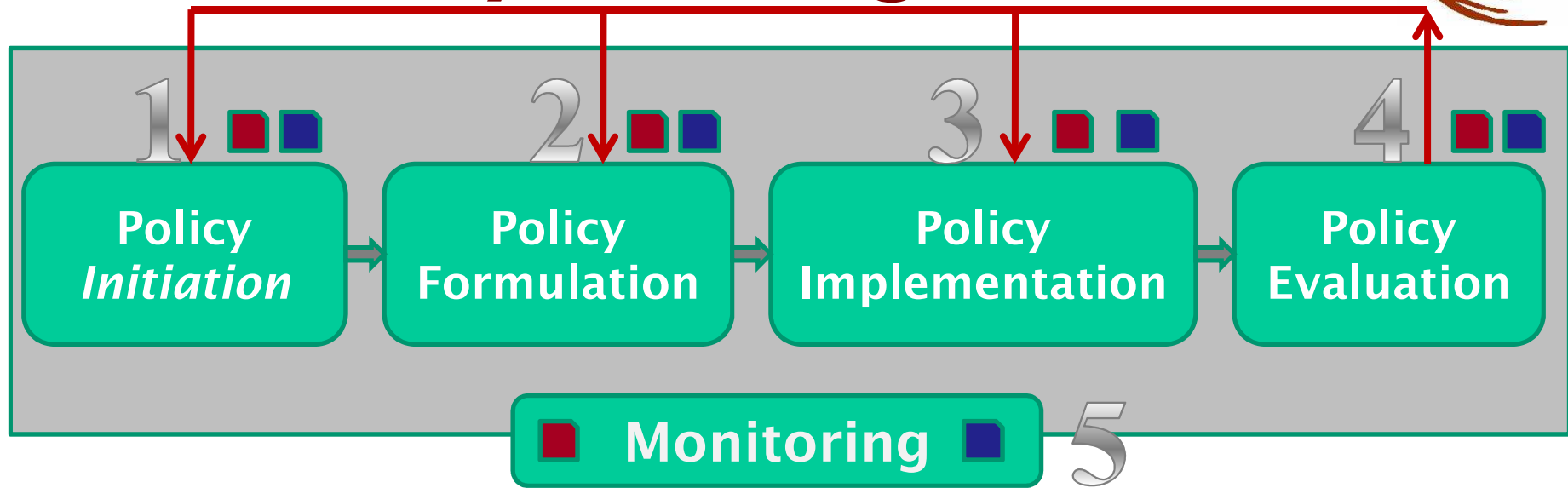
Actors \ Forces	+	0	-
MoFA	x		
MoEconomic Affairs	M	← (x)	(x)
MoTrade		← (x)	
MoS&Technology		← (x)	
MoFinance		← (x)	(x)
MoIndustry		← (x)	(x)

Could also be stakeholders

Motivators/Levers??



Policy Making Process



Ownership + Coherence + Relevance = **Quality**



Inter-Ministerial
Coordination



Multi-Stakeholder
Consultation

Implication for Diplomatic Training



- 1. Training of Diplomats for effective CC policy making (domestic) and in regard to international negotiations (external): leading or supportive role for MFA?**
- 2. Depending on designated role, training of diplomats needs to be organised to help diplomats fulfil role requirements (lead or support).**
- 3. Training Workshops needed to acquire specific competencies like a) coordinating IMC in government, c) preparing negotiations (get sector ministry inputs and leading national delegations abroad)**

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Ensuring sustained success of diplomatic training in field of CC policy making and negotiations



- Does your diplomatic academy address the competence gap within the MFA in light of the challenges of Climate Change policy making & negotiations?
- Does your diplomatic academy strive towards sustained learning outcomes based on high quality training and education?
- Does your diplomatic academy vigorously monitor its own performance and impact on the performance of your diplomats in the field of Climate Change?

The Solution?



- Training quality management system and bottom line based quality culture.
- **The use of ISO 10015+ Quality Standard for Training and Education**

(see: L. Yiu, R. Saner, 2007, "Value From Training: A Requisite Management System ISO 10015 and Its Application)

CSEND



- Since 1993, A Geneva based R&D organisation



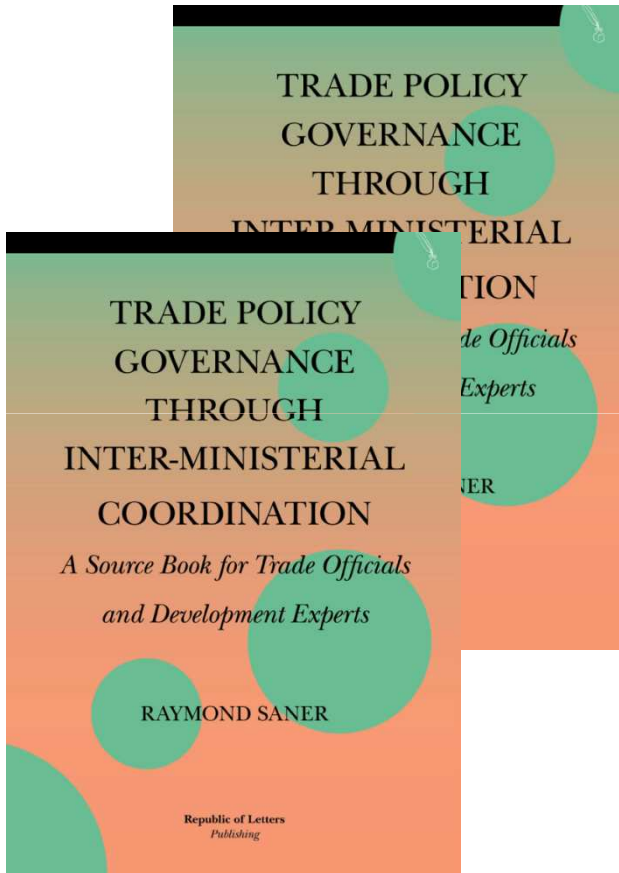


Diplomacy Dialogue, Geneva

www.diplomacydialogue.org

<http://www.diplomacydialogue.org/publications/environmental-diplomacy>





Thank You!!!