



***CSSP – Verein für Integrative Mediation e.V.***

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Stabilitätspakt für Südosteuropa  
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## CSSP – WHO WE ARE

CSSP – Verein für Integrative Mediation e.V. (CSSP e.V.) is a registered non-profit association based in Berlin, Germany. It was founded on 16 June 2006 in Berlin and has ten founding members. Its purpose is to improve inter-ethnic communication and cooperation, and the implementation of peace initiatives to resolve local conflicts through Integrative Mediation. It also promotes efforts to support the development of democratic processes as a tool to overcome conflicts. The organization is fully funded on a yearly basis by the German Foreign Ministry and the Bundestag through the Stability Pact for South Eastern Europe and has its offices in Berlin. In 2006 part of its activities were also sponsored by the Austrian Development Agency (ADA).

The origin of CSSP e.V. lies in the implementation of the lessons learned from ten years of work of the International Mediator in Bosnia and Herzegovina (1995 – 2004), Dr. Christian Schwarz-Schilling. As International Mediator he placed a particular emphasis on increasing dialogue. Through review, critique and the evolution of his extensive experience as a mediator, the methodology of Integrative Mediation was developed. It brings together several elements of conflict resolution at the local level in a comprehensive approach. Integrative Mediation is the core of CSSP e.V.

CSSP e.V. seeks to empower local individuals through tailored mediation processes. This includes providing local individuals with professional training in mediation, negotiation and problem solving techniques and skills, as well as offering

expertise and assistance in resolving their conflicts. At the same time CSSP e.V. tries to strengthen professional mediation in its target areas to increase capacity and provide credible alternatives to conflict. The CSSP team firmly believes and strives for building peace from the bottom up and strengthening a community's capacity to overcome its internal disagreements and to create a fertile ground for democratic (political, economic, and social) development.

The comprehensive approach to mediation includes various levels of responsibility, multiple actors, and a variety of techniques, drawing on classical mediation and developing holistic and decentralized processes. It combines five different core elements: Mediation, Consultation, Professional Training, Advocacy, and Research & Analysis. The elements are combined in various forms and situations to develop a holistic and individual process.

CSSP e.V. assists local actors to develop initiatives and to implement confidence-building measures which apply to their specific needs and circumstances. Overall Integrative Mediation endeavours to bring the general and hierarchical process of conflict resolution down to the local level by focusing on joint meetings, dialogue, confidence-building and experience sharing.

CSSP e.V. does not seek to replace or remove ownership of the peace process. Instead, Integrative Mediation complements the work of those already in the field. The main aim is to leave decisions and solutions in the hands of local actors.

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## INTRODUCTION

The year 2006 was an important and difficult year for CSSP for internal and external reasons. In regards to external reasons, the death of President Ibrahim Rugova on 21 January 2006 left Kosovo without one of the most important figures advocating for peace in Kosovo. It soon became apparent that the status quo would not be sustainable. All processes in leading towards Kosovo independence were on the one hand accelerated and on the other left local communities insecure about the future. One could observe much activity throughout 2006 in the field, but in essence all sides were biding time and hoping for a miracle that would solve the stalemate between Serbia and Kosovo.

For a small organization such a situation is complicated and difficult. Specifically, all conflict resolution projects were in question because no one knew when a decision on Kosovo would be made and how. Rumours permeated every institution and international organization regarding when, what, and how. In such an environment, CSSP e.V. took the decision not to begin with new processes of Integrative Mediation. Instead it took a wait-and-see approach and focused on projects already begun or in the inception phases. Therefore CSSP e.V. focused on the municipalities of Rahovec / Orahovac, Štrpce / Shtërpçë, and Ferizaj / Uroševac. In addition the team started with the implementation of the professional trainings (problem-solving workshops) for the target municipalities sponsored by the Austrian Development Agency (ADA). The team advocated strongly for the development of professional mediation in South Eastern Europe and worked closely with the Serbian government on developing a concept of mediation within

the anti-discrimination framework. It lobbied for better and more realistic approaches to return and a reform of the Communities and Mediation Committees in Kosovo municipalities. Integrative Mediation in additional Kosovo municipalities was postponed until 2007. It was hoped that there would be a much clearer understanding of the situation in Kosovo.

Internally the project underwent a series of transformation and developments as CSSP e.V. evolved, including the departure of Dr. Schwarz-Schilling and Dr. Dieter Wolkewitz, the withdrawal from Bosnia and Herzegovina, and the founding of CSSP e.V. The organisation officially transformed from a lessons learned project to a registered German non-profit organization creating a more transparent and legal basis for the project.

Despite the changes and influences, 2006 was a very successful year for CSSP e.V.. It implemented its strategy in the Western Balkans; acquired new partners and sponsors; contributed to various debates and dialogues on conflict resolution; and helped to strengthen the role of mediation in South Eastern Europe. Parallel to the developments, the CSSP team kept its commitment to draw lessons and constantly evaluate its own methodology, strategies and team to ensure that theory was mirroring practice and not the other way around.

The following pages provide an overview of the work of CSSP e.V. and the concept of Integrative Mediation in 2006.

## THE EVOLUTION OF THE CONCEPT OF INTEGRATIVE MEDIATION

Integrative Mediation is a systemic method of addressing conflict resolution at the local level through a bottom-up, integrative process. It envisions that responsibility for implementing peace processes remains in the hands of local leaders by strengthening mediation as credible alternative to imposed solutions. It empowers and involves people in the realization of conflict resolution initiatives and thereby contributes to their sustainability. By bringing stakeholders together in various formats in an integrative process, Integrative Mediation further challenges barriers to consensus-building and assists local leaders in their efforts to develop democratic structures in conflict areas. Integrative Mediation is based on the idea of an outsider's perspective supporting local initiatives and focusing on the needs of conflict parties to strengthen self-initiative, creative thinking, and problem-solving.

The methodology of Integrative Mediation seeks to create what in general terms is considered a comprehensive and holistic mediation process. It goes beyond a single mediation session and becomes an accompanying process to help local communities, ethnic / national communities, or self-identified groups work on their conflict, build confidence and develop their own problem-solving skills. The method-

ology is based on five elements and is implemented by a team working together from Berlin and in the field to ensure that the mediation process serves the respective conflict parties' needs. Most important to the methodology is that the process, the credit, and the solutions remain in the hands of the local conflict parties themselves.

The elements of Integrative Mediation seek to separate conflict from the complex overall process to bringing responsibility for conflict resolution closer to the local level and key leaders in identified communities. The idea behind the elements is to provide a variety of conflict resolution services, e.g. "one-stop-shop", that take into consideration existing gaps and obstacles to successful outcome. Each element seeks to address a different need and to provide a service that will address that need and will move the process forward. By bringing the responsibility and the process closer to the local level Integrative Mediation seeks to increase the probability of establishing lasting effects. Therefore the main *geist* underpinning the methodology is "finding local solutions to local problems".

## Elements of Integrative Mediation

The difference between existing international conflict resolution methodologies and Integrative Mediation is that it works from a “bottom up” approach and inserts professional mediation into local political processes. Currently most international conflict resolution processes are focused on the central/state level. International representatives in local communities use their conflict resolution skills to achieve their goals and mandates but mediation and creating holistic processes is not their primary goal. The result of international efforts in local communities is more crisis management and the exercise of international authority, thereby creating a we-they mentality between internationals and locals and among the local communities.

CSSP e.V. takes “top-down” policies and seeks to address their deficiencies by bringing local leaders together in various formats on a frequent basis. It seeks to highlight problems and joint search for solution. Most importantly it gives local leaders the feeling of partnership, togetherness and responsibilities without challenging their central role in local communities. Together options that meet the interests of all stakeholders are explored and discussed.

Integrative Mediation does not assume that conflict resolution is necessarily achieved by just bringing people together in a common project or through income generating projects. Both of these assumptions have not been proven to be successful. Instead Integrative Mediation assumes that conflict resolution may

be achieved by addressing problems and developing creative options jointly. Moreover, it assumes that progress in the process is decided by a combination of external factors, efforts of conflict parties and political dynamics, thereby foreseeing a medium to long-term engagement. Local leaders will not do what they do not want to do. They will find ways not to implement what is forced on them or to mitigate the effects of any efforts by international representatives. Therefore Integrative Mediation seeks to apply a variety of efforts for approaching problems from various perspectives. In addition, the method does not seek to be neutral in its work. Instead, the team must be multi-partial to understand the realities that all sides are working with. Only by creating understanding and breaking down barriers will local leaders undertake the necessary activities to improve the relationship between them.

By focusing on the local level, integrating higher levels, limiting the potential for spoilers, considering political dynamics and reaffirming local responsibility, Integrative Mediation seeks to develop a holistic approach to conflict resolution.

A brief overview of the five elements is included below. The methodology of Integrative Mediation was developed in 2004 and revised according to CSSP’s experience in the field in 2006. For the full concept, please visit our website: [www.cssproject.org](http://www.cssproject.org).

### **Element 1: Advocacy**

Local conflict resolution processes need to be integrated into the wider political, social and economic environment. They do not happen in a vacuum, but are set into the wider context of the political, social, and economic environment into which all efforts have to be integrated. As Integrative Mediation is implemented, the mediation team continually meets with all stakeholders at the local, regional / state, and international level to consult them on the individual and specific local level process. The concept of integrative advocacy addresses all stakeholders and actors with a direct or indirect effect on the local process. It works through sharing information, informing others of results achieved, and motivating external actors to get involved.

### **Element 2: Mediation**

People need to come together to discuss, brainstorm, and negotiate with each other to resolve the problem. CSSP e.V. believes in an adapted form of community mediation that brings people together to discuss local issues and problems. Mediation takes place outside of the official structures, which increases the ownership potential of agreements to be integrated into the wider context of the communities. It is conducted as part of Integrative Mediation and differs from community mediation in that mediators are not from the local communities but external. The mediation processes are inclusive, result oriented processes ensuring transparency, gender considerations, support for democratic principles and structures, and a problem-solving philosophy among the groups while always aiming at local ownership of the solutions. They ensure vertical, horizontal, and

circular communication and understanding and seek to create an integrative force where community leaders see themselves as municipal leaders, i.e. as on the same team.

### **Element 3: Consultation**

Conflict parties need individual personal advice / coaching to build their individual professional skills. Parties are often trapped in a conflict cycle in which they communicate past each other. Consultation is often a useful and necessary component to the process to allow a balanced perspective. The CSSP team meets bilaterally with all conflict parties and consults them on their efforts, ideas, and perspectives. Through consultations the team seeks to re-interpret ideas, working with internal problems to each side, and to prepare the different parties for a joint meeting. Ideally the parties will be better able to articulate their needs at the meeting. Before a situation reaches a crisis point, consultation can intervene to slow the conflict spiral, an analysis of one's own and the other sides' interests, demands, and needs. Consultation involves various aspects of advice, coaching, and exchange of ideas aiming to enable each side to maximize gains in interaction through representation of interests. Consultation is a one-on-one service to all conflict parties and stakeholders and takes place in form a bilateral confidential meeting, assessments of difficult issues or coaching in preparation for mediation. The integrative nature of the process requires the CSSP team to provide consultation at all levels and to all sides. In order to guard its impartiality, the CSSP team is transparent about who it meets. The team does not violate confidentiality agreements of the parties.

In addition CSSP e.V. is available to consult regional and state governments on the incorporation of alternative dispute resolution mechanisms (ADR) into their existing structures and to work closely with local mediation associations and NGOs.

#### **Element 4: Professional Training**

Conflict parties need to learn problem-solving skills to solve their own conflicts. In a conflict, emotions often stand in the way of beginning direct negotiations and a lack of specific negotiation skills prevents an improvement of relations between the parties. Possible joint gains are often overlooked as conflict is continuously perceived through ethnic or group prisms and exclusively as a win-lose situation. To break the patterns, parties on all sides benefit from being familiarized with problem-solving negotiation techniques and being trained to apply them while dealing with their own cases.

Beyond capacity-building, the facilitative trainings provide a forum of structured dialogue to develop a shared understanding of the conflict and the development of necessary next steps for achieving results. Thereby the trainings become part of mediation in the overall implementation process of Integrative Mediation.

#### **Element 5: Research**

Stakeholders and conflict parties need feedback of the effects of their policies on local conflict resolution processes. The local level is often not at the core of policy drafting; nevertheless it is often at the centre of policy implementation. In order to bring the policies closer to the places where the conflict is happening and to provide feedback to the places where policy is drafted, research and analysis are necessary and applicable to set the wider context. In conflict areas, the local level is often missed or overlooked by policies. Integrative Mediation aims to avoid conflict escalation by working with local leaders on the identification of problems with the implementation of policies and how they directly or indirectly affect the issues that divide the groups, such as local self governance, decentralization, return, property issues, etc.

CSSP e.V. bases its research and analysis on the work in the field and the results of the implementation of Integrative Mediation and its other elements. The aim is to spark debate and reflection and to sustain dialogue about conflict resolution at the local level.

## ISSUES OF INTERESTS

### Restructuring of CSSP e.V.

The most important change affecting the work of CSSP in 2006 and beyond was the appointment of Dr. Christian Schwarz-Schilling as High Representative in Bosnia and Herzegovina in December 2005. He was *de facto* no longer able to be involved in the daily activities of CSSP and within a couple of months resigned from all active positions in the project. The departure had an effect both on the structure of the project and on the context of specific activities.

Regarding the structure, it was unclear how, if at all, Dr. Schwarz-Schilling would be involved. As a lessons-learned project the office had no legal basis and all activities were connected to the person. There were concerns among external and international actors that the CSSP team could not function without the prominent and experienced person. The project is based on his work and he has been a very active member in all activities of CSSP.

Within a few weeks, the team was restructured and a new impulse was given to the project. Dr. Juan Diaz became the lead mediator and used the experience he gained with Dr. Schwarz-Schilling to move the projects forward and to acquire new partners and projects in the field.

The new generation of CSSP quickly began to take shape. Throughout the year the team underwent several calibrations to adapt to continuously changing realities. Bernd Burwitz a long-time field mission expert and a Bradford University graduate joined the team in January 2006 to replace Dr. Dieter Wolkewitz, who was seconded to the Office of the High Representative (OHR). Mr. Burwitz brought the

team field experience and knowledge of the German political mechanisms. In addition, Ms. Amela Curkovic left CSSP and her position was replaced by Mr. Oliver Knabe in July 2006. Mr. Knabe had several years of NGO experience in Serbia and was a conflict resolution expert complementing the existing skills in the team. In addition, Ms. Eva Maria Malisius was made Project Manager and Mr. Henrik Helmer was hired in July 2006 as Project Coordinator and responsible for Public Relations further strengthened the team.

With regards to content, the team and actors in the field had to adapt to the absence of Dr. Schwarz-Schilling and assess the effects on the field work. All international organizations and local leaders welcomed the continued work of CSSP. In mediation meetings, all parties understood the changes and accepted the role of Dr. Diaz as lead mediator. There was widespread acceptance to the idea that a new and competent generation in CSSP was taking form. Despite his absence Dr. Schwarz-Schilling was still informed of the activities of the organization.

### Withdrawing from Bosnia and Herzegovina

The appointment of Dr. Schwarz-Schilling as High Representative presented CSSP with a variety of problems for its own work in Bosnia and Herzegovina. Within a few months, the relationship between Dr. Schwarz-Schilling and CSSP was seen as problematic by the legal counsel of the Office of the High Representative (OHR). According to the OHR, CSSP could not work in Bosnia and Herzegovina as it would present a "conflict of interest". Specifically questions arose over whether Dr.

Schwarz-Schilling as High Representative could seek the advice of CSSP or use its conflict resolution expertise, even if it was provided at no cost.

After a thorough review the CSSP team took the unilateral decision to terminate all projects and withdraw from Bosnia and Herzegovina until the end of Dr. Schwarz-Schilling's mandate as High Representative. CSSP was of the opinion that there was no conflict of interest as the project was fully funded by the German government and therefore did not profit from the role connection of OHR. CSSP never sought funds for projects in Bosnia and never promoted a connection to the OHR during the mandate of Dr. Schwarz-Schilling. However, the team was of the opinion that international organizations should be part of the solution not the problem. Therefore, any problem that distracted the OHR from its core mandate had to be avoided. The team looks forward to restarting its programs in Bosnia and Herzegovina upon the end of the formal mandate of Dr. Schwarz-Schilling as High Representative.

### **Founding CSSP e.V.**

As the project continued to gain in recognition, it became apparent to the team that the project could not remain a lessons-learned project. For legal reason the decision was made to found CSSP as a German non-profit organization in Berlin. The official and legal status was a vehicle for signing contracts with external partners and also gave employees legal benefits and status. Moreover, the founding of CSSP e.V. decoupled the CSSProject for Integrative Mediation from the person of Dr. Schwarz-Schilling avoiding further misunderstandings. CSSP e.V. was founded in June 2006 and non-profit status was issued by the fiscal authorities in December 2006.

### **Cooperation with External Partners**

Throughout the year CSSP e.V. continued to strengthen and maintain its cooperation with Organization for Security and Cooperation in Europe (OSCE) Mission in Kosovo and the United Nations Mission in Kosovo (UNMIK). CSSP e.V. is grateful for the advice, assistance, and coordination given by both organizations/missions. Cooperation with field offices, regional offices and headquarters were indispensable for the CSSP team.

With the success of the project, CSSP was also very happy to begin cooperation with a series of external partners. Specifically the organization gained the Austrian Development Agency (ADA) as a major funder. ADA agreed to sponsor 4 interethnic dialogue workshops for the CSSP target municipalities in Kosovo and Macedonia. As a result CSSP e.V. entered into partnership with Vienna Partners from Austria (Ms. Sonja Rauschütz), Coaching Spirale from Germany (Ms. Alexandra Schwarz-Schilling), Partners Kosova from Kosovo (Ms. Shukrie Gashi), and FORUM from Macedonia.

The partnerships brought a blend of local and international expertise to the projects and have proven successful. The CSSP team is especially happy to begin working with Ms. Alexandra Schwarz-Schilling, a prominent psychologist and coaching expert brought into the team by Dr. Diaz. Dr. Diaz and Ms. Schwarz-Schilling worked together on a variety of trainings with positive and promising result. She brings to the project a new perspective based on developed coaching methods focusing on communication, and leaving decision and responsibilities in the hands of local leaders.

In addition to the work in Kosovo CSSP e.V. entered into cooperation with UNDP and the Agency for Human and Minority Rights in the Republic of Serbia. The project was sponsored

by the European Agency for Reconstruction (EAR) and focused on incorporation of mediation within the anti-discrimination framework.

Through the anti-discrimination project in Serbia CSSP e.V. initiated cooperation with CDR Associates. Specifically CSSP and Dr. Christopher Moore collaborated on developing an alternative dispute resolution (ADR) systems design workshop for the Serbia project. Dr. Moore is an expert in this area and the two organizations joined efforts to support the Agency for Human and Minority Rights in developing voluntary dispute resolution mechanisms within the evolving anti-discrimination framework. As an additional result, the two organizations agreed to jointly promote ADR in the Kosovo Property Agency

(KPA) and to seek out future joint projects of mutual interests.

Finally, through CSSP's efforts to promote mediation in South Eastern Europe, CSSP cooperated with the Nordic Forum on Mediation and Conflict Resolution to support a mediation study visit of 35 mediators from the Western Balkan region to Norway and participation in the first European wide annual conference of the Nordic Forum. As a result, mediation in South Eastern Europe received major attention and support, and CSSP gained a new partner.

## OVERVIEW OF PROJECTS IN 2006

The CSSP team worked on 10 projects throughout 2006. Each project included several preparatory activities, implementation and follow-up and most continue to be part of ongoing processes. Depending on the activity, reports are issued to interested organizations and institutions. Reports include situation reports, discussion papers, trip reports, assessments, concept notes, and training summaries.

Within each project activities can consist of mediation, consultation, advocacy, research, professional training, assessment and information visits. In essence, the elements of Integrative Mediation can be individual projects to obtain a desired goal or they can be used in combination to promote specific outcomes. In addition, when a municipality or a region is designated for an Integrative Mediation process, all elements are combined. A typical Integrative Mediation process begins with informa-

tion and assessment visit in which an offer to work with the target municipality or region is made. Once local leaders accept CSSP e.V. as a partner, joint meetings are prepared; research is undertaken on the main issues important to the local leaders, and bilateral consultation is given. Professional training can be offered at any stage of the project depending on available funds and needs of the local leaders.

CSSP e.V. visits the Western Balkan region approximately once a month to work on various projects. The team believes that there are sufficient international organizations working in the field and therefore does not have any field offices or permanent field presence. Instead the team works through a network of local partners and each visit to the field is tailored to move projects and processes forward. The following pages give short insights into the CSSP e.V. projects in 2006.

### PROJECTS IN 2006

- ✓ **Integrative Mediation:** Rahovec/Orahovac
- ✓ **Integrative Mediation:** Štrpce / Shtërpçë and Ferizaj / Uroševac
- ✓ **Integrative Mediation:** Struga, Macedonia
- ✓ **Integrative Mediation:** South Serbia and the Potential for Mediation
- ✓ **Consulting:** Mostar: United or divided
- ✓ **Consulting:** Mediation in the Serbian Anti discrimination Framework
- ✓ **Professional Training:** Vietnam: Gender and Negotiation
- ✓ **Research:** Assessing the Mediation and Communities Committees
- ✓ **Research:** Returns Process in Kosovo
- ✓ **Advocacy:** Supporting Mediation in South Eastern Europe (SEEMF)

## 1. Integrative Mediation: Rahovec / Orahovac

The team has been active in this municipality since summer 2005. It is one of the main municipalities in Kosovo where CSSP e.V. is working with all of the elements of Integrative Mediation. It is not a coincidence that this municipality receives much attention from the international organizations and media. The municipality lies outside of the Kosovo Serb majority areas, has its unique local dialect ('Rahoveci', a mixture of the Albanian and Serbian languages) and has two enclaves (Upper Rahovec / Orahovac and Velika Hoča / Hoçë e Madhe). Since summer 2005 municipal leaders have been engaged in a dialogue over interethnic relations together with CSSP e.V. Like in most other places, the Kosovo Serb leaders complain of lack of freedom of movement, substandard conditions, and discrimination. However, unlike other municipalities there is recognition that the situation has somewhat improved. Both sides seek to have better relations and work on finding local solutions to local problems.

In 2006, the municipality suffered a serious setback to its interethnic cooperation. In the summer, the Serbian government demanded that Kosovo Serbs chose between working for the Serbian or the Kosovo government. Considering that the Serbian government pays for all pension funds, salaries, education, and healthcare, it is no surprise that seventeen Kosovo Serbs withdrew from their local jobs in the municipality. The withdrawal of the Kosovo Serbs was on the one hand a serious blow to interethnic dialogue and on the other hand, it opened up new opportunities to seek fresh ideas and people working on the issues. In an effort to support the work of the municipality, CSSP

e.V. held two joint meetings to discuss the main problems including translation, employment, and dialogue; and two professional trainings focusing on skills building and these issues were held in Macedonia.

Having completed two Level 1 trainings for the leaders of the municipality, CSSP e.V. conducted in November 2006 a Level 2 professional training focusing on gender in negotiation, self-awareness, and identifying interests. Special emphasis was placed on utilizing actual local conflicts as example cases during exercises.

Overall 2006 was an important year for the municipality of Rahovec / Orahovac with several steps forward and a few setbacks. In general the municipal leaders are becoming more professional in their work; and relationships between Kosovo Albanians and Kosovo Serbs have improved. However, problems continue to persist mainly related to the lack of a final status and the insecurity of the future.

## 2. Integrative Mediation: Štrpce / Shtërpçë and Ferizaj / Uroševac

These two municipalities are inextricably linked. They are only circa 30 km apart from each other and have been administratively connected in the past. One result of the war is that Kosovo Serbs withdrew from the municipality of Ferizaj / Uroševac and some are currently displaced in Štrpce / Shtërpçë. Kosovo Albanians from Štrpce / Shtërpçë were displaced to Ferizaj / Uroševac. However, most have regained their homes in small villages outside of Štrpce / Shtërpçë. The populations are *de facto* segregated between the two municipalities. While there are Kosovo Albanians in Štrpce / Shtërpçë, most of them work in Ferizaj / Uroševac. There are almost no Kosovo Serbs in Ferizaj / Uroševac.

CSSP e.V. has been working, at the request of the Municipal Return Officer (MRO) in Štrpce / Shtërpçë, with these two municipalities since summer 2006. At that time the two MROs had no contact and there was little support for working on the return of Kosovo Serbs to the municipality of Ferizaj / Uroševac.

In 2006, CSSP e.V. held several joint meetings and mediations and worked with the MROs on developing a joint Action Plan based on a joint return list. In addition, meetings with IDP leaders and municipal leaders were held to hear and exchange concerns and ideas. With the assistance of CSSP e.V. a task force on return was set up, a joint list of possible returnees was compiled, IDP representatives were identified, and criticisms of the IDPs have slowly been addressed. However, no breakthrough in physical returns has been possible. On the one hand, Kosovo is in limbo regarding its status. Kosovo Serbs argue that they wish to return but such wishes have remained on paper or in spoken words; despite good efforts at rebuilding communities, villages and relationships (almost) no returns have been happening. In 2007 CSSP e.V. will work with the leaders of the two municipalities in an effort to create more support and understanding in the municipality on the complex matter.

### **3. Integrative Mediation: Struga, Macedonia**

In summer 2005 CSSP e.V. put all projects in Macedonia on hold. At that time, the laws on decentralisation had been adopted and all sides agreed that municipal leaders needed some time to implement the laws before one could assess their impact on interethnic relations. Since then the municipality of Struga has been monitored by CSSP e.V. for potential cooperation and implementation of Integrative Media-

tion. The municipality was artificially recreated through decentralisation to have a Macedonian Albanian ethnic majority as a result of the Ohrid Agreement. Since the creation of the new municipalities there have been sporadic outbursts of conflict, such as in schools, and political tensions sometimes flare. CSSP e.V. visited Struga twice in 2006 and consulted with parties on their municipality and possible participants for a problem-solving workshop in spring 2007. The Integrative Mediation process for Struga was re-designed to begin with a professional training workshop to be held in spring 2007.

### **4. Integrative Mediation: South Serbia and the Potential for Mediation**

Given the work of CSSP e.V. in Kosovo, CSSP e.V. visited Serbia to assess the potential for Integrative Mediation. During the visit to South Serbia CSSP e.V. conducted a spontaneous mediation between various local Albanian and Serbian leaders. The mediation proved to be of value to all sides and an indication that perhaps in 2007 some activities could be undertaken in this region. However, more work needs to be done with the Serbian government, which has a tight control of the area, before mediation activities can begin. An information and introduction visit will be conducted in 2007.

### **5. Consulting: Mostar: United or Divided**

Before CSSP e.V. withdrew from Bosnia and Herzegovina, it was asked to conduct an assessment of the situation in Mostar which was unravelling in spring 2006. CSSP e.V. developed possible strategies for mediation and reconciliation efforts for Mostar and presented

them to the OHR. Mostar is still a divided city, despite international assertions to the contrary. Moreover, all issues continue to have ethnic consideration. In spring 2006, the municipality was divided over garbage collection, government reform, reform of the radio station, and illegal construction. The unification of Mostar while hailed as a success, continues to be problematic. The municipality is in need of serious and sustained support for its efforts at reconciliation. CSSP e.V. will conduct an assessment visit in 2007 once it re-initiates projects in Bosnia and Herzegovina.

## **6. Consulting: Mediation in the Serbian Anti-discrimination Framework**

At the request of the Agency for Human Rights and Minorities in the Republic of Serbia, CSSP e.V. assessed options for including mediation into anti-discrimination legislation drafted as part of the Stabilization and Association Agreement (SAA) for European Union membership. Throughout 2006 information visits, workshops, and bilateral meetings were held in an evolving participatory process. CSSP e.V. visited various regions, consulted with human rights experts, politicians and NGOs.

As part of a joint project together with UNDP and the Agency (Ministry) for Human Rights and Minorities, CSSP e.V. supported the conduct of a “Systems Design Workshop” with Dr. Christopher Moore (CDR Associates) in bringing key leaders into a process of developing potential dispute resolution systems reflective of the experience in the Republic of Serbia. The results of the workshop were incorporated into the report written by CSSP e.V. on anti-discrimination in the Republic of Serbia. CSSP e.V. presented its findings and recommendations at a conference in Belgrade in De-

ember 2006, and Dr. Diaz was involved in an expert panel on the contributions of mediation in this context.

## **7. Professional Training: Vietnam: Gender and Negotiation**

Building on its expertise in negotiation training, CSSP e.V. conceptualised and conducted a professional training for NGO project coordinators based on the concept of Integrative Negotiation in a training financed by InWEnt. This has been a standalone project in 2006. At the request of InWEnt the focus of the negotiation training was placed on gender and gender issues related to negotiations. The training brought together both female and male participants from Vietnam, Cambodia, and Laos selected by InWEnt. Working with the concept of Integrative Negotiation, theoretical concepts were introduced to assist participants in applying them to their own practical cases. The training was built around practical exercises and the development of cases brought forward by the participants from their professional work.

CSSP e.V. continues to expand its work with a gender focus. Our methodology and approach emphasise gender awareness without implying that everything involving a man and a woman is a gender issue but that gender components, whether all sexes are present or not, need to be taken into consideration when conducting negotiations. Building on the success of the training, CSSP e.V. and InWEnt are looking into possibilities of expanding the cooperation and to conduct either a second level or further trainings.

## **8. Research: Assessing the Communities and Mediation Committees**

Throughout its work since 2005 in Kosovo, CSSP e.V. has been continuously focusing on the structures of the Communities and Mediation Committees. All municipalities throughout Kosovo have been struggling with the task of setting up these committees and to turn them into functioning bodies of the municipality. During its visits to Kosovo in January and February, CSSP e.V. conducted specific meetings with stakeholders to investigate the structure and struggle of the Communities and Mediation Committees. As a result of its research CSSP e.V. has presented a discussion paper on the reform of the Communities and Mediation Committees which develops a series of considerations and options.

In this discussion paper CSSP e.V. does not argue to abolish the Communities and Mediation Committees, rather several options are developed to indicate how the structures could be improved to be more functional at the local level. The process of reforming these structures is crucial as they aim to assist the co-existence of all communities at the municipal level. CSSP e.V. continued to lobby for the reform of the structures throughout 2006 and looks into options for 2007 to work closely with the Ministry of Local Self Governance on the reform of the Communities and Mediation Committees.

## **9. Research: Returns Process in Kosovo**

As one of the core issues throughout the mediation processes is return, CSSP e.V. dedicated specific research time in 2006 to the returns process in Kosovo. This has not been limited

to the returns process itself, but includes the conditions for both returnees and IDPs, the property dispute mechanism, and the local situation in the municipalities and at the central level.

In the summer of 2006 CSSP e.V. conducted specific meetings with stakeholders on the topic of return in Prishtinë / Priština. These stakeholders included both local and international representatives from various governmental and non-governmental organisations. CSSP e.V. has compiled its insights into a situation report on return, reflecting also on the impact of the ongoing status talks on return.

The research on return remains essential and ongoing to CSSP's work in Kosovo. Several projects are being developed for 2007 related to return which include but are not limited to the work in the municipalities, organising experience exchange between IDPs and returnees, and assessing the potential for mediation in the property dispute resolution mechanisms in Kosovo.

## **10. Advocacy: Supporting Mediation in South Eastern Europe (SEEMF)**

As part of advocating the tool of mediation, CSSP e.V. initiated in October 2005 the South Eastern European Mediation Forum (SEEMF) in an effort to network all mediation organisations in the region. In many parts of the Western Balkan region mediation remains struggling as the appropriate legislation and conditions for mediation work are missing. CSSP e.V. has been encouraging mediators in the Western Balkan region to join efforts and expertise as well as working on skills and capacity building. While CSSP e.V. places an emphasis on promoting interethnic dialogue and community mediation, it recognises that all

types of mediation must be strengthened to build awareness for the tool of mediation. Although local mediators may not be ready and willing to work on interethnic dialogue and community mediation yet, it is important to build up the local capacity in the long run and increase the sustainability of alternative conflict resolution mechanisms.

Based on the SEEMF initiative sparked by CSSP e.V., Dag Hareide, Chair of the Nordic Forum for Conflict Resolution and Mediation, organised a trip financed by the Norwegian Foreign Ministry for 34 mediators from South Eastern Europe in May 2006. The mediators were first invited to Lillehammer and Oslo to be acquainted with various mediation projects in Norway. The same group later attended the Nordic Forum's Mediation Conference in Helsinki. Members of CSSP e.V. joined parts of the trip and the mediation conference. In Helsinki, the CSSP team worked together with the mediators to generate ideas and to move the SEEMF project forward. This included the setup of the SEEMF website ([www.seemf.cssproject.org](http://www.seemf.cssproject.org)) and preparations for the first SEEMF regional conference in

October 2006.

Advocating different aspects of mediation, the first SEEMF Regional Conference took place from 11 – 15 October in Skopje, Macedonia. Logistically organised by the Association of Mediators of the Republic of Macedonia, CSSP e.V. funded the event. The ADR Group Bristol attended and supported the event and is looking together with CSSP e.V. into options for funding SEEMF in the future. The conference served several purposes which included specific training and exchange on mediation, as well as the further building up of sustainable structures for SEEMF. The successful outcome of the conference encouraged all involved to continue efforts on this initiative and further promote mediation in the Western Balkan region.

In 2007 SEEMF will focus on the work within the individual regions. Specific roundtables on interethnic dialogue are foreseen for October 2007 and the ongoing dialogue between the mediation organisations within the framework of SEEMF will lead to a second SEEMF Regional Conference scheduled to take place in 2008.

## CSSP FIELD TRIPS

- **22 Jan. – 1 Feb. 2006: Kosovo Assessment, Bosnia and Herzegovina Visit**
- **02 - 13 April 2006: Serbia Assessment, Kosovo Mediations, Macedonia Assessment**
- **15 – 19 May 2006: Professional Training Level 1 with Rahovec / Orahovac**
- **19 – 22 May 2006 South Eastern Mediation Forum (SEEMF) in Norway**
- **25 – 28 May 2006: South Eastern Mediation Forum (SEEMF) in Finland**
- **02 – 08 July 2006: Integrative Mediation in Serbia, and Kosovo Research**
- **18 – 21 July 2006: Professional Training on Gender and Negotiation in Vietnam**
- **03 – 09 Sept. 2006: Kosovo Mediations and Assessment**
- **10 – 13 Sept. 2006: Serbian Anti-discrimination Law**
- **18 – 22 Sept. 2006: Kosovo Workshop Preparations**
- **09 – 13 Oct. 2006: Systems Design Workshop in Belgrade**
- **11 – 15 Oct. 2006: First SEEMF Regional Conference**
- **16 – 18 Oct. 2006: Training Preparations for Struga, Macedonia**
- **12 – 18 Nov. 2006: Kosovo Professional Training Level 2 Rahovec / Orahovac**
- **05 – 06 Dec. 2006: Serbia Anti-discrimination Conference**

## CONCLUSIONS

In the second year of its three year mandate, the CSSP team developed Integrative Mediation in various ways and set in motion a process of transition from lessons-learned project to a non-profit organization promoting bottom up approaches to conflict resolution. Despite a series of changes and challenges the team remained flexible and focused on its goals making progress in several areas. Specifically, the promotion of mediation as a credible alternative to imposition and violence was very successful. Specifically, CSSP e.V. supported efforts of local mediators and created a dialogue among Balkan mediators that did not exist before. In addition, despite the very difficult situation Kosovo Albanians and Kosovo Serbs in the CSSP target municipalities continued to work on cooperation and dialogue and have made significant progress in their relations. Thirdly, in Serbia the team contributed to developing awareness for the need to use mediation in interethnic disputes and the anti-discrimination law.

The main problems affecting the region and all projects by international organization is the insecurity of the future of Kosovo. The process of final status continues to be delayed, extended or interrupted and this is severely affecting the ability of people to put the conflict behind them and move on with developing healthier relationships. In the field the frustration is not only visible, it permeates all levels of government and society. Every initiative undertaken is only a place holder for the most difficult and pressing question in Kosovo. As

long as there is no agreed status or plan all sides are waiting and making only short-term decisions. Local leaders cannot think about medium or long term and projects cannot be implemented in such an insecure environment.

If Kosovo is to be a success story, local conflict resolution mechanisms will have to be strengthened, better resourced and supported. In addition, given that the return of IDPs is a major part of reconciliation, the return process will have to be reformed. Currently investments are disproportionate to the results and this is a source of disappointment and further conflict. It is important to ensure that the resources invested in the process are not wasted. The returns process needs to have legal force, property rights need to be enforced, alternative accommodation should be provided, and IDPs need to return physically before major investments are made. In 2007, CSSP e.V. will work on further promoting mediation in all areas and will further support interethnic dialogue in the region through mediation, professional training, consulting and research. It will further develop its relationships with local organizations and support initiatives promoting confidence-building. In its third year CSSP e.V. will also reflect on its methodology and develop a set of recommendations based on its lessons learned. In addition it will begin to develop a handbook for interethnic mediation based on Integrative Mediation.

**CSSP e.V.**

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