



CSSP Project for  
Integrative Mediation



**CSSP**  
**Annual Report 2009**

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# Foreword

## **A word from the Honorary President**

Dear Colleagues, dear Friends of CSSP,

Many people have asked me about CSSP in 2009 and I am happy to see that the work of the organisation has gained a reputation on its own. Who would have thought that CSSP would be able to gain knowledge and experience in four countries at the same time? Who would have thought that a team of highly motivated experts, mediators and political analysts, can form a joint operation which brings stability and cooperation to the local level – the level where we work?

CSSP has gained trust with the people in Bosnia and Herzegovina, Kosovo, Macedonia and Serbia. We increased our responsibility into many municipalities at times, when other state and non-state actors decided to withdraw and hand the work of stabilizing steps towards sustainable peace and prosperity to the European Union. This process has been slow for the entire region, which has caused disappointment – on the European level but also on the local level – and shows that the region needs more support for a stable integration process.

I am very thankful to the German Bundestag and the German Ministry of Foreign Affairs that they continuously support CSSP with financial contributions and political engagement. Also, the Austrian Government, through the Austrian Development Agency, has my special gratitude for its long-standing commitment towards CSSP. As a group of experts for inter-community conflict resolution and mediation we try hard to work to a more sustainable peace in the municipalities we work with. I am satisfied that at times, where successes have to be so aggressively promoted, our donors and friends allow us to continuously work on the discrete side of local confidence building and private diplomacy.

*Prof. Dr. Christian Schwarz-Schilling  
Honorary President of CSSP e.V.*

## **A word from the Director**

Dear Colleagues and Friends,

2009 was a year of change and adaptation at CSSP. Our work was focused on supporting our local partners to continue on the path of peace. The financial crisis is more visible in countries which are still recovering from conflicts. In South Eastern Europe one can see that aid and funding sources have changed, international presence has downsized and development has become much more institutional. Except for a few crisis points South Eastern Europe seems to be frozen in time without moving forward or backwards.

Unfortunately, Bosnia and Herzegovina continues to struggle between a federal system and its legacy of the war. Kosovo's division along the Ibar/Ibër River has proven to be more challenging than expected and decentralization in Macedonia has not delivered the expected results. The only bright moment in the year came in an anti-climatic hiccup from the EU when it approved visa-free travel at the end of 2009 for Serbia; Macedonia and Montenegro.

The work of CSSP in 2009 was very important but much more remains to be done. There are still divided communities which have not overcome the deep-seeded mistrust created by the breakup of the former Yugoslavia. Now more than ever more attention to this region is needed or the conflict of yesterday will only fester until tomorrow. Small organisation like CSSP can only do as much as its resources allow.

The region needs fresh thinking, new ideas, and a firm recommitment to integration and overcoming the past. In this regard the most important actor in the region is the EU in all its forms and instruments. If it is to be successful, the EU will need to learn to be more dynamic and responsible to the needs of the region. It has missed several opportunities to strengthen its credibility.

The following pages of this report will give you an overview of our more important projects and our work in promoting long-term conflict transformation. Our annual report aims to provide peacebuilders, mediators, national and international actors, key leaders, and interested parties with insights into CSSP's work and projects. Finally, we thank all those who provided CSSP with financial and logistical support in the conduct of our projects. In 2009 these have included the German Parliament (Bundestag) and the German Foreign Ministry (through the Stability Pact Funds), the Austrian Development Agency, Rational Games, as well as private donations.

As you discover more about our work in 2009 in the following pages, feel free to contact us with your feedback or comments. We hope that you will enjoy what you read!

Building on our projects from 2009, we are very optimistic about continuing our work into the coming years and to make our contribution to building peace from the bottom-up through improving inter-community dialogue. Agreements do not make peace – people do!

*Dr. Juan A. Diaz  
Director*

# CSSP – Approach and Methodology

## Principles in Mediation

As part of our commitment to professional service and ethical conflict resolution, CSSP has developed a few principles which guide our interaction with partners and stakeholders in the field. At the core of these principles lies the understanding that interventions, projects, and cooperation must be sustainable and empowering. Below are six principles which together underpin our work.

### **Capacity-building**

In order to ensure long-term impact of our work, we seek to build local capacities and skills in problem-solving.

### **Confidence-building**

We actively work with the stakeholders to develop ideas and projects which will enhance inter-community trust and function as confidence-building measures through joint design, joint implementation, joint gains, and joint contribution.

### **Confidentiality**

Confidentiality implies that information is not attributed to any one person unless permission was granted or it was agreed beforehand. CSSP seeks to be as transparent as possible on the process and persons being involved – but always in prior consultation and agreement with the participants.

### **Gender sensitivity**

Women and men face different needs and often represent their interests in different ways. It is our experience that all problem-solving mediation processes are enhanced by ensuring that men and women equally participate in the processes in accordance with UNSCR 1325.

### **Inclusiveness**

In an effort to ensure maximum gains for problem-solving we strive to ensure that as many voices are heard and integrated into our projects as possible. This implies working with appointed, elected, and identified community leaders.

### **Omnipartiality**

While it is a core principle of mediation not to take sides or show preference, it is equally important to understand stakeholders in their own reality. Omnipartiality is the ability to empathize with all sides, work within each side's reality, and still maintain your own role and understanding without taking sides.

# CSSP – Approach and Methodology

## The Elements of Integrative Mediation in 2009

Integrative Mediation is a constantly evolving and developing methodology which originated from the work of Dr. Christian Schwarz-Schilling and was further adapted by all of the members of CSSP. While much of this is done by many of our partners and supporters, it was first brought together in this form in January 2005. Over the recent years and with constant lessons learned we have been able to grow with it and to expand the understanding of the organisation. In its simplest form Integrative Mediation is about bring people together to find solutions to common problems.

### How do we work?

The main aim of CSSP is to develop different formats and environments in which conflict parties come together to discuss issues of concern, build trusting relationships, and develop durable solutions. Stakeholders are brought together in tailor-made mediation processes based on the Integrative Mediation methodology and involving elements of Stakeholder Consultation, Conflict Analysis, Inter-community Mediation, Interactive Training, and Systemic Advocacy. While these elements can be used independently from one another they are in sequential order to ensure a participatory process focused on local empowerment and intending to do no harm. At the core of the five elements are three main goals:

- a) to improve systemic communication and dialogue among all stakeholders;
- b) to build confidence among the stakeholders; and
- c) to develop a professional interested-based problem-solving culture.

### Stakeholder Consultation

Through consultation CSSP engages with all levels of governance and all stakeholders to assess the situation and to discuss possible CSSP contributions. More importantly, consultation is used to generate stakeholder acceptance of the process, to build trust, and to keep secondary and tertiary stakeholders informed of progress made or to identify obstacles for cooperation.

At the municipal level CSSP consults with mayors, municipal presidents, heads of departments/members of the municipal boards of directors, religious leaders, political party leaders, business leaders, gender officers, IDP representatives, and often with unofficial, yet highly recognised community leaders. In our meetings we often provide these leaders with individual and personal advice/coaching to build their own personal skills and to empower them in their efforts for conflict transformation.

### Conflict Analysis

The Conflict Analysis instrument is used both before joint meetings, mediations or Interactive Trainings and with the stakeholders themselves. Beyond research, the mediation team dialogues with the local stakeholders to identify what are conflicts within the area of competencies of local leaders and what is beyond their mandates and needs to be addressed at different levels.

Collecting the results of these consultations from all Integrative Mediation processes together are used to identify systemic problems. Discussion papers are published on a variety of systemic issues such as conflict resolution processes, return, reintegration, anti-discrimination, local self-governance, and education. These papers highlight gaps in the peace process and offer ideas from the field on how to address structural burdens within the context of the overall peace process.





### **Inter-community Mediation**

CSSP brings together communities to discuss and negotiate with each other and to resolve problems at the municipal level. It is a mediative process by which all stakeholders from the various ethnic, linguistic or religious communities at the local level are brought together to work on unresolved municipal conflicts. The goal of the mediators is to build coalitions which support peace and want to make progress on the issues. Through an omnipartial process it is possible to hear all sides and to engage them in the process. Inter-community mediation assumes that each ethnic group has its own collective perceptions and experiences with other groups that coexist with them. It is the gap in perceptions and understanding among these groups that underpin the conflict. As the gap widens there is a relative increase in the conflict over resources and power.

### **Interactive Training**

Extending the inter-community mediation component, the mediation team complements its efforts with capacity-building for local leaders. The Interactive Training format allows participants to discuss issues in a less formal environment while at the same time strengthening their abilities to work through conflicts. The general methodology underpinning the workshops is based on interactive problem-solving workshops. Workshops become mediation processes themselves which allows brainstorming and options development. The stakeholders identify next steps and follow-up measures together with the mediation team.

The Interactive Trainings are followed-up by mediation sessions/joint meetings to incorporate the results of the training and to integrate the agreements into the formal decision-making process.

Issues that are dealt with in the municipalities tend to be similar across all local communities, including property rights, proportional representation, return of IDPs, project funds, gender, infrastructure, decision-making, education, security and economic development. Following the “people, problem, process” model, mediators help to build the conflict management and transformation skills of the conflict parties.

### **Systemic Advocacy**

Working closely with the conflict research component, Systemic Advocacy furthermore seeks to identify and communicate structural deficiencies and issues affecting the local as a result of the implementation of peace processes. Systemic Advocacy is based on the assumption that local conflict resolution does not happen in a vacuum. Therefore all efforts must be integrated into the wider political, social, and economic context. Very often the authority to reform dysfunctional mechanisms and policies lies at a higher level of government or with the international community.



**Our focus on conflict transformation in inter-community conflicts**

CSSP plays a special role in conflict transformation. It focuses on an area often neglected by the international community and the conflict parties themselves: inter-community conflicts at the local level. Most of the instruments and projects in conflict areas are focused on economic and infrastructural development or reconstruction. Very few are focused on human interaction and conflict transformation from a human perspective to support society in its transition. However, human needs are at the core of dissatisfaction in post-conflict society. Therefore CSSP's work is able to contribute to improving human relations and perceptions about local issues.

Specific areas where CSSP makes a difference include the reactivation of local level mechanisms which are legally mandated to work on inter-community conflicts but are often dysfunctional. In almost all municipalities where CSSP works, we have opted for working with these mechanisms to support the official and existing structures. In several municipalities these mechanism meet and discuss issues with the participation of CSSP mediators or work with them in trainings to increase their problem-solving skills and support them in representing the interests of the communities and in strengthening inter-community dialogue.

Specifically, CSSP works towards raising confidence among leaders and this is often less measurable. Specifically we encourage leaders to take risks, to reach out to their counterparts and to take a position on issues. Often the work of CSSP is unseen as CSSP seeks to empower local leaders in their own decisions and processes specifically in regards to inter-community cooperation.

Topics to which CSSP contributes embrace the inclusion of gender as a priority in municipal decision-making, the formation of return task forces and setting of priorities, community dialogues between municipal leaders and potential returnees, the inclusion of minorities into municipal events, the development of joint project proposals for donors, and inclusive linguistic practice.

CSSP is therefore able to contribute to conflict transformation and inter-community dialogue in many different aspects of political life in post-conflict areas through Integrative Mediation processes.



# CSSP – Work in the Field 2009

## Overview of Trips

Area	Purpose	Activity/Process	Start Date	End Date
Kosovo	Seminar “Integration of ADR in the KPA”; Information Visit to Štrpce/Shtërpçë	Seminar Consultation	03.02.2009	09.02.2009
Serbia	Information Visit to Belgrade	Consultation	18.02.2009	20.02.2009
Austria	Workshop at the Austrian Development Agency “Inter-community Dialogue and Conflict Sensitive Project Implementation”	Professional Training	25.02.2009	27.02.2009
Kosovo Macedonia	Set-up of Local Office in Kosovo; Ferizaj/Uroševac, Prishtinë/Priština, Skopje, Štrpce/Shtërpçë	Kosovo Office Setup Consultation Staff Training	15.03.2009	14.04.2009
Serbia	Assessment of South Serbia	Consultation	23.03.2009	03.04.2009
Kosovo	Consultation with Communities Committee in Obilić/Obiliq and Advocacy in Rahovec/Orahovac	Consultation Analysis/Advocacy	31.03.2009	09.04.2009
Serbia Kosovo	Joint Meetings in Bujanovac, Štrpce/Shtërpçë	Consultation Mediation	14.05.2009	22.05.2009
Kosovo	Ferizaj/Uroševac, Gjilan/Gnjilane, Prishtinë/ Priština, Štrpce/Shtërpçë	Municipal Consultations	20.05.2009	28.05.2009
Kosovo	Research on Gender and Return in Kosovo	Research	18.05.2009	03.07.2009
Kosovo	Assessments: Štrpce/Shtërpçë and Gjilan/Gnjilane; Consultation with the Ministry of Justice; Joint Meeting with the CC in Ferizaj/Uroševac	Analysis Consultation Mediation	20.05.2009	02.06.2009
Macedonia	Assessment Visit to Struga, Kumanovo and Skopje	Municipal Consultations	07.06.2009	12.06.2009
Serbia	Inter-community Exchange of the Communities from Bujanovac in Palić	Mediation	06.07.2009	09.07.2009
Kosovo	Training: Ministry of Justice; Training with the CC of Ferizaj/Uroševac; Follow up with CC in Obiliq/ Obilić; Round Table in Štrpce/Shtërpçë	Professional Training Joint Meeting Consultation	12.07.2009	23.07.2009
Kosovo	Follow up with Mediation Commission; Information Visit Mitrovicë/Mitrovica	Consultation Advocacy	09.09.2009	11.09.2009
Kosovo	Joint Meeting with the Communities Committee in Ferizaj/Uroševac	Joint Meeting Advocacy	16.09.2009	24.09.2009
Macedonia	Strategic Planning Meeting of the South Eastern European Mediation Forum (SEEMF) in Skopje	Advocacy	24.09.2009	28.09.2009
Bosnia and Herzegovina	Assessment of Sarajevo, Mostar and Foča	Advocacy	27.09.2009	02.10.2009



Area	Purpose	Activity/Process	Start Date	End Date
Macedonia Serbia	Assessment visit to Kumanovo and Gazi Baba; Project Follow-Up in Bujanovac; Advocacy Meetings in Skopje	Assessment Consultation Mediation	27.09.2009	02.10.2009
Serbia	Assessment and Advocacy in Belgrade	Assessment	03.10.2009	07.10.2009
Macedonia	Follow-Up Visit to Struga	Consultation	15.10.2009	16.10.2009
Bosnia and Herzegovina	Assessment of Banja Luka, Prijedor, Sanski Most, Bugojno, Bosansko Grahovo and Drvar	Assessment	25.10.2009	30.10.2009
Kosovo	Conference Preparation	Consultation	28.10.2009	31.10.2009
Serbia	Bujanovac Follow-Up Visit	Mediation	01.11.2009	04.11.2009
Macedonia	Joint Meeting of the CICR of Struga	Mediation	05.11.2009	06.11.2009
Bosnia and Herzegovina	Workshops: Exchange on Multi-Community Lead- ership in BiH, Sarajevo.	Consultation	14.11.2009	19.11.2009
Kosovo	Conference “Mediation in Kosovo –Maximizing Potential”	Advocacy	28.11.2009	03.12.2009

# CSSP – Work in the Field

## Kosovo 2009



### Assessment

In 2009 Kosovo focused on consolidating institutions and overcoming the social, economic and political challenges that accompany the state-building process. At the local level, the institutions are becoming more stable and leaders are slowly implementing structural changes foreseen by the Law on Local Self Government.

The integration of minorities remains a key challenge for the central and local governments. The decentralisation process has begun to give non-majority communities more influence on local politics. New municipalities were created to encourage all communities to integrate into the Kosovo government. The new municipalities faced many difficulties in building up their local institutions and becoming part of the municipal network of Kosovo.

A year of adjustments and 'growing pains' came to an end with the first local elections after independence, that were held in November and December 2009 (first and second round). The EU and other international actors saw the process as an important step in the democratic transition of the new republic, underlining that the elections were held in an orderly fashion and with participation of all communities. In multi-community municipalities, much hope was placed into the outcomes of the elections, especially because a higher percentage of Kosovo Serbs participated. Therefore 2010 presents new opportunities for inter-community cooperation at the municipal level and in some cases with multi-community leadership.

In 2009, CSSP worked with municipal and community leaders mainly in Ferizaj/Uroševac, Gjilan/Gnjilane, Obiliq/Obilić and Štrpce/ Shtërpçë. In order to advocate for local issues at the central and international level, as foreseen by CSSP's multi-level approach, CSSP consulted with both state and international representatives in Prishtinë/Priština.

Additional to the activities focussing on the municipal level, CSSP, together with Partners Kosova, organised a conference on mediation. It brought together actors of alternative dispute resolution from the local, central and international level. As a result of the conference participants made recommendations to support the Mediation Commission of the Ministry of Justice in the implementation process of the mediation law.

### CSSP in Ferizaj/Uroševac

CSSP has been working in Ferizaj/Uroševac since 2005, supporting inter-community cooperation, especially with the local returnee community. In 2009, CSSP facilitated dialogue among the members of the Communities Committee (CC), the only political structure at the local level that specifically discusses community issues and makes recommendations to the municipal assembly. Through consultations and interactive trainings, CSSP supported the CC in becoming a functioning part of the local government. By building the capacity of the committee members in areas such as inter-cultural communication, committee procedures, inter-community problem-solving

and political negotiation, CSSP is enhancing the quality of inter-community dialogue that is taking place in the committee. After working with CSSP, the CC began to meet regularly and submitted recommendations on resolving community issues to the appropriate institutions, some of which were included in the 2010 municipal budget.

The work of CSSP demonstrates that with professional support, the CC is able to be a functioning platform of inter-community dialogue and recommendations developed by the Committee do have an effect on the municipal budget. Thus, in order to support inter-community cooperation at the local level, the CC is an optimal structure to target and CSSP plans to work with the newly elected CC in 2010.

#### **CSSP in Štrpce/Shtërpçë**

Štrpce/Shtërpçë is a unique municipality, being one of only two municipalities south of the Ibër/Ibar River that has a majority Kosovo Serbian population (prior to the decentralisation process). In 2009, the political leadership of the municipality of Štrpce/Shtërpçë was unclear, causing instability of the political structures and a stagnation of most political processes. Three mayors were claiming legitimacy: one elected during the Serbian May 2008 elections; one elected during the Kosovo November 2007 elections; one appointed by the former SRSG Rücker and then having his term extended by the authorities in Prishtinë/Priština. The mayor elected in the Kosovo elections never took office and respected the appointment of the other mayor. The mayor from the Serbian elections and the appointed mayor both occupied the municipal building, however they did not recognise each other's administrations. Thus, public services of the municipality were greatly reduced, the legislative structures did not function properly, and there was general confusion among citizens regarding the political situation.

This confusion caused donors and the central government to be very reluctant to support initiatives in the municipality. Furthermore, the political uncertainty also raised tension along ethnic lines.

Due to an absence of communication between the two administrations, CSSP engaged in "good offices", advocating for cooperation of both administrations on citizen concerns. The organisation provided quiet private diplomacy services across the ethnic divide in troubled times. Additionally, bilateral consultations help in identifying immediate issues of concern to the various leaders and citizens. Although most municipal structures were not fully functioning, some daily issues had to be resolved. The goal of CSSP was to assess and support where possible and as needed.

In order to move beyond the political stalemate at the municipal level, CSSP organized a roundtable consultation with village leaders regarding issues of concern. The group jointly assessed possible models for inter-community conflict resolution. The process confirmed the divide between political actors and citizens and the desire to move on from the ethnically framed conflict. Nevertheless there are still lingering hostilities in some areas.

The result of the municipal elections in November 2009 opened a window of opportunity for change to the municipality of Štrpce/Shtërpçë. With the participation of the Kosovo Serb population in the elections, a new joint government headed by a Kosovo Serbian mayor was elected. Thus, the political uncertainty which plagued the municipality for the past two years has been diminished.

In 2010, CSSP will increase its cooperation with the newly elected government and strengthen the inter-community problem-solving skills of the local leaders, so that Štrpce/Shtërpçë can prosper as a multi-community municipality in Kosovo.





### Short Interventions

CSSP continued to support local leaders through bilateral consultations in the municipalities of Rahovec/Orahovac and Obiliq/Obilić. Discussions were held with representatives from all communities to determine what issues were of concern and what steps could be undertaken to resolve them. CSSP, through its Coordination Office in Kosovo, continues to monitor inter-community cooperation among political leaders in these municipalities. In 2010, CSSP will determine, jointly with the newly elected administrations, how inter-community cooperation can be supported through Integrative Mediation.

In Gjilan/Gnjilane, CSSP consulted local political and community leaders, as well as NGOs, to determine how inter-community cooperation could be supported in the region, especially in sight of the implementation of the decentralisation process. Since most of the new municipalities were in the creation phase during 2009, CSSP will put its activities in the municipality on hold until new leadership is established.

Additionally, CSSP held an assessment visit in Mitrovicë/Mitrovica and met with representatives from the international community and local NGOs to determine how CSSP can support inter-community cooperation in the municipality. CSSP is discussing cooperation with Community Building Mitrovica (CBM) in order to strengthen their inter-community mediation skills to be better equipped to deal with inter-community conflict. This project will be further developed in 2010.

### Advocacy Projects

In its work at the municipal level, CSSP repeatedly observed how unresolved property disputes were causing inter-community tensions. Thus, in line with its Integrative Mediation methodology, CSSP chose to further explore the role of mediation as a conflict resolution mechanism of property disputes in order to see its value in speeding up the resolution process. In February 2009, CSSP facilitated a roundtable with experts from the fields of mediation, property management, and community rights to develop recommendations for the integration of mediation into the current property dispute resolution system.

A second roundtable with German property experts took place in Berlin in July to explore how Germany's lessons learned with property disputes after WWII and the German reunification could be useful to Kosovo. The goal was to determine how and when mediation can best support the property dispute resolution process in order to accelerate the resolution process and alleviate the case backlog in the Kosovo court system.

The culmination of this advocacy project was the organisation of a two-day conference in Pristina entitled 'Mediation in Kosovo – Maximizing Potential', which brought together local, regional and international experts in different fields of mediation to develop a strategy for the implementation of the Law on Mediation in Kosovo. More than 200 people attended the conference which was a mixture of presentations, panel discussions and working groups that focussed on:

- 1) the legal framework for mediation,
- 2) mediation and property disputes,
- 3) the certification processes for mediators, and
- 4) inter-community mediation.

CSSP organized the conference together with its partner organisation Partners Kosova and the Ministry of Justice of Kosovo hosted the event. At the end, the Minister of Justice and the Mediation Commission were presented with a set of recommendations for the implementation of the Law on Mediation. In 2010, CSSP will continue to support the Mediation Commission in putting these recommendations into action.

# CSSP – Work in the Field

## Macedonia 2009



### Assessment

2009 was a year of presidential as well as municipal elections in Macedonia, which meant new dialogues and coalitions on the state as well as on the municipal level. Election times provide CSSP with the chance to further monitor the cooperation of the different political parties and to assess the political climate of the state overall, not only in municipalities where CSSP has been active.

While new coalitions between the communities have been formed and progress has jointly been made on many political fields, distrust and tensions between the different communities remain high. The access to power, politically as well as economically is still perceived as being highly dependent on party affiliation and ethnic background. A common agenda for developing a multi-ethnic Macedonia does not seem to be a vision of most local as well as

central level political leaders. In contrast to the praise Macedonia received during the last couple of years as the role model of the Western Balkans, the motor of reform and social and political integration seems to be stalling, leaving the high expectations towards the moment of EU integration uncertain.

This insecurity in the state government is reflected in the integration policies of the local self governments. In a small country like Macedonia tensions are felt immediately on all political levels.

### CSSP in Struga

During the past administration, CSSP worked with the local Council for Inter-Community Relations (CICR) and their potential for strengthening inter-community relations in Struga. The commission began to meet regularly, discuss topics of concern to the communities, and even become proactive in promoting inter-community cooperation. However, due to a lack of clarity regarding the payment of non-Council members for their commission work, the CICR stopped meeting and only discussed issues informally. Members were not being paid for their work and therefore could not afford to participate in the commission. CSSP worked with the local leadership to rectify this issue, but the decision had to come from the central level.



The goal of the facilitated joint meeting of the newly established CICR of Struga in November 2009 was to launch the work of this institution and to transfer knowledge of the former members of the CICR which CSSP had supported in the past legislative period. The activity was designed to give the new members of the CICR a basic knowledge of their mandate and tasks as a Commission on Inter-Community Relations.

In 2010 CSSP will monitor the work of the CICR, especially in regards to their institutional cooperation with the municipal council and plan jointly with the members of the CICR and the political stakeholders which activities are most needed in order to build an effective workflow between the CICR and the municipal council. Because of the capacity building for the CICR of Struga through the UNDP in 2010 no further involvement is needed from CSSP beyond specific requests on the part of the CICR.

### **CSSP in Kumanovo**

Kumanovo is the largest municipality in the country, located in the northeast of Macedonia on the border to Serbia. The Kumanovo area is ethnically diverse. Its predominantly Albanian Lipkovo municipality witnessed some of the most intense fighting during Macedonia's 2001 conflict. Kumanovo has been struggling for years with its inter-community issues in the sectors of culture, economy, education, healthcare, social affairs and general development.

In 2009 CSSP conducted two information and assessment visits to Kumanovo to get an overview of the most current situation and the most relevant issues to the different communities. Another goal was to meet the different local political leaders to assess whether CSSP's support might be needed on some of the inter-community conflicts in Kumanovo. CSSP also met with local civil society organisations to get an overview of projects already undertaken in Kumanovo. This aimed to avoid duplication and find out about different approaches to promote inter-community dialogue that have already been tried in the past.



# CSSP – Work in the Field

## South Serbia 2009



### Assessment

While expectations at the beginning of 2009 were high that social, political and economic development of South Serbia would prosper, some incidents during the summer of 2009 brought the region into old patterns of heated communication between Belgrade and the municipalities of South Serbia.

In April 2009 the mayors of Preševo, Medveđa and Bujanovac signed an agreement with the Minister for Public Administration and Local Self-Government Head of the Co-ordination Body for Bujanovac, Preševo and Medveđa, Milan Marković, Riza Halimi, the only Albanian Member of the National Assembly of the Republic of Serbia and Nenad Djurdjević Director of the Coordination Body Service. The agreement envisages the reconstruction of the Coordination Body in order to better serve as a body which supports the interests of the municipalities in South Serbia, while ensuring the adequate inclusion of the different communities in state institutions and municipal government structures.

In light of this positive step, the provocative public reactions of high state politicians in the aftermath of two violent incidents in Preševo and Bujanovac in summer 2009 showed that distrust between Belgrade and South Serbia is still high. Mutual cooperation to discourage the criminal forces, which have an interest in keeping South Serbia unstable, thereby preventing the further social, economic and cultural development of the region still has to be build with increased efforts on all sides.





### **CSSP in South Serbia**

In 2009 CSSP completed five interventions in Bujanovac, leading from an increase of trust to an intensified dialogue and to written commitments from all participants.

More precisely CSSP started with an Intra-Community Exchange process in Spring 2009 where representatives from the Serbian, Albanian and Roma community first discussed issues of concern internally. Thereby the leaders of each community were brought together to build internal cooperation and trust within their community, to define leadership and to set the agenda for the future joint meeting of all communities. The exchange meetings also had a training component to strengthen the communities' competencies in problem-solving and their abilities to represent their interests.

In summer 2009 the first Inter-Community Exchange Meeting of local stakeholders was held out of Bujanovac in the lakeside resort of Palić. The meeting was facilitated by CSSP in cooperation with Rational Games Inc. It had the character of a mediated conference bringing together all stakeholders of the communities of Bujanovac in an open and transparent negotiation environment. The meeting was structured to first identify interest of the different communities and the joint interest of all communities. The main areas of conflict were assessed and separated between personal, issues based and structural problems. An action plan was jointly drafted, including concrete steps for each individual participant on how to work on the identified structural deficiencies, which resources were needed and what the timeframe for the commitments would look like.

Due to the confidentiality of the agreements and commitments a report on the contributions is not available. Actions were targeted at including other minorities into the dialogue, revitalising the inter-community mechanisms and institutions already in place and to work towards an inclusiveness of the municipality e.g. by realising "Open Door Days".

In October and November 2009 CSSP followed-up on agreements, commitments and plans of action that derived from the joint conference and took necessary measures to support further dialogue in Bujanovac and the region. Successive activities were jointly designed according to the outcome of this first series, adjusted to the actual needs and dynamics of the municipality.

Project activities in 2010 will be continued with an additional focus to include underrepresented groups like the Gender Commission and the Roma community into the process. CSSP plans to organise meetings of the Working Group on Social and Political Integration of the Coordination Body to further strengthen dialogue between the local and the central level. Parallel to this, CSSP will further technically support the Council on Inter-ethnic Relations in Bujanovac as a tool for inter-community cooperation and a mechanism for problem-solving within the local self-government. Additionally a capacity building process for community representatives will be designed and implemented by CSSP and other actors working in the municipality, such as Nansen Dialogue.

# CSSP – Work in the Field

## Bosnia Herzegovina 2009



### Assessment

International actors have paid increasing attention to the political framework of Bosnia and Herzegovina (BiH), in particular to the “Butmir Process” on constitutional reform. This international attention however, rarely considers the situation at the municipal level in relation to the greater macro-level political context. In general, municipal governance functions relatively well although municipal leaders are frustrated with the inability to fully meet citizens’ needs and feel restricted in their activities by higher levels of governance. Two of the main problems cited by municipal leaders are the lack of transparency in financial flows across the layers of governance and a lack of clarity regarding the division of responsibilities. These two issues have the potential to increase instability and dissatisfaction at the local level. More effective local self-government can help in mitigating the effects of instability at entity and state level and ensure that the municipality can respond more effectively to the needs of BiH’s citizens.

### CSSP in Bosnia and Herzegovina

In 2009 CSSP has restarted project activities after a break of several years. Nine selected municipalities (Novo Sarajevo, Banja Luka, Livno, Mostar, Prijedor, Sanski Most, Bugojno, Drvar und Foča) were visited by the CSSP team to assess the situation of BiH municipalities. Two subsequent workshops were held in Sarajevo to assess inter-community cooperation on the municipal level and the leverage of the communities in the municipal decision making process. Workshop I brought together mayors and municipal leaders. Workshop II brought together representatives of higher level institutions from the level of the state of BiH and its two entities, Republika Srpska (RS) and the Federation of Bosnia Herzegovina (FBiH). The Association of Cities and Municipalities from both entities were represented at the workshops.



Participants were encouraged to exchange, design and develop ideas and solutions relating to multi-community governance at the local level through interactive exercises and discussions. A network of interested stakeholders from all levels of government has been created.

Municipalities in both entities are legally limited and have too limited resources to deal with inter-community issues by themselves. In particular in all cantons of the Federation of BiH, the law on local self-government must be adopted in a way that municipalities get the necessary competences and resources to deal with inter-community issues. Financial rights and responsibilities of municipalities need to be strengthened. Economic development is a necessary precondition for sustainable inter-community conflict resolution.

As mayors learn from each other across BiH, peer exchange should be strengthened and good examples in municipalities should be used. The workshops have shown how a high level experience can support municipal experience sharing. Currently there are no transparent rules for burden sharing between the layers of government. Clear rules need to be developed to allow for fair distribution of responsibilities for the municipalities. The municipal leaders recognised the challenge of motivating their citizens to participate in local decision making processes despite having mechanisms for local democracy.

Joint recommendations and outcomes were brought to the wider public at a press conference. A network of stakeholders was created and participants were enthusiastic to maintain contact and work together in the future.

Having drawn the conclusion that one of the most pressing problems affecting the Federation of BiH municipalities is the non-transparent burden sharing and distribution of resources between the canton and municipality, CSSP will support a dialogue on integrating cantonal and municipal government stakeholders on this issue. This pilot project is planned to be held in Canton 10 with the aim of systematically improving the system of integrating all communities and adapt the revenue distribution from canton to municipality accordingly. A workshop for the pilot project stakeholders is envisaged which would assist in systems design. A functioning system is required for inter-community conflict-solving.

It is planned to work closely with the participants from the Sarajevo November workshops. They will be kept informed of developments and results and function as a group of champions for the Canton 10 pilot project, as it will be of relevance to all municipalities of BiH.



# CSSP e.V. – Association Overview

## Association Activities 2009



CSSP e. V. has grown over the last years to a widely renowned organisation and a key player in private diplomacy and multi-track conflict resolution in the Western Balkans. The team is now working in four countries with new activities in Bosnia and Herzegovina, Kosovo, Macedonia and Serbia. More partners and new project donors were identified and the network of experts, working with CSSP, is growing.

### **General Assembly of CSSP e.V.**

The fifth annual General Assembly meeting was held in Berlin on 28 July 2009. The members were given an overview about eight financial and administrative priorities and informed about strategic new developments:

1. The team has improved skills and capacity in grant writing and fundraising through trainings;
2. Project management was decentralised and project managers now work more independently in their area of responsibility together with local coordinators and partners;
3. CSSP developed new training units and formats in mediation, inter-cultural dialogue, and negotiation;
4. The team has expanded its knowledge and capacities in gender studies, anti-discrimination, conflict analysis and supervision;
5. The public outreach and information was made user friendly with the new design of the electronic newsletter and the upgraded design of the annual reports;
6. CSSP has upgraded its internet presence but due to financial constraints has not fully implemented the website development;
7. CSSP's network of partners and individuals for successful cooperation has grown;
8. The finance system was upgraded and developed to cope with NGO standards and to fulfil the needs of an internationally active organisation.

The members also encouraged the Board of Directors to reach out for new members and gave confirmation to seek out for advisory board candidates. A strategy by the Board, which allows the organisation to diversify the financial structure and attract new donors, was welcomed by all members. The Board was reconfirmed and approved.

### **Set-Up of Kosovo Coordination Office in Prishtinë/Priština**

CSSP opened a coordination office in Prishtinë/Priština, Kosovo, on 1 April 2009. Our Mediation Project Coordinator for Kosovo, Mr. Bekim Ismaili, is working from this office to support our projects in the municipalities. The opening of the coordination office has allowed us to increase our availability to our project partners and to the local leaders. We are now able to accompany our projects more intensely and react quickly to the changing dynamics in the municipalities. Thus, our tailor-made Integrative Mediation processes are targeted more effectively and strengthen inter-community cooperation in the target municipalities.

### **Expert Roundtable on Resolving Property and Land Disputes in Berlin**

In order to learn from other contexts where property and land disputes were resolved through Alternative Dispute Resolution (ADR) and mediation, CSSP brought together a group of experts in July 2009 in Berlin to share their experiences. Approaches in settling property conflicts in other regions were discussed with a focus on how to integrate lessons learned into the future process in Kosovo. Thus, CSSP is creating a platform for dialogue, exchange and expertise regarding these issues of concern, which was brought to another level during the mediation conference in Prishtinë/Priština in December 2009.



### **Conference “Mediation in Kosovo – Maximizing Potential”**

CSSP and Partners Kosova, its local partner organisation in Kosovo, organised a two day conference entitled ‘Mediation in Kosovo: Maximizing Potential’ at the Hotel Grand in Prishtine/Priština in December 2009. The two day conference brought together interested citizens, officials of government institutions at the central and local level, members of civil society from Kosovo, Montenegro, Macedonia, and Serbia, representatives of the international community, as well as practicing mediators from the region to discuss the potential for the application of mediation in Kosovo. The conference was hosted by the Ministry of Justice, which is in charge of implementing the Law on Mediation, and the Mediation Commission. All sessions of the conference were translated into Albanian, English and Serbian and the event was open to the public.

The OSCE Mission in Kosovo, the European Commission Liaison Office, EULEX and International Civilian Office all contributed with expertise to the conference outcome. Different working group sessions on the following topics took place:

- 1) the legal framework of the Law on Mediation;
- 2) inter-community mediation and what is needed to integrate it into the Law on Mediation;
- 3) the role mediation could play in resolving property disputes; and
- 4) certification processes for mediation in Kosovo and capacity-building needs for mediators in the country.

### **Seminar: the potential of alternative dispute resolution for the Kosovo Property Agency**

In February 2009 CSSP brought together experts on property disputes and mediation in Kosovo in a one-day seminar entitled ‘Exploring Options on How to Integrate Alternative Dispute Resolution (ADR) Services into the Dispute Resolution Process of the Kosovo Property Agency (KPA)’. A vigorous exchange took place between the different participants who represented state institutions, civil society organisations and international organisations. Recommendations were made on how ADR services could be incorporated into the KPA dispute resolution structure. Furthermore, challenges and opportunities for the development of ADR services, especially mediation, were analysed and recommendations for next steps were drafted. CSSP will continue to promote actively the development of mediation in Kosovo and work with local and international institutions to strengthen the role of ADR in property dispute resolution.

### **Austrian Development Agency (ADA)**

In October 2009 the Austrian Development Agency (ADA) and CSSP signed the contract for the official start of the new project “Conflict transformation through Integrative Mediation processes at the local level in multi-community municipalities in the Western Balkans”. The project, which is a continuation of the cooperation between ADA and CSSP, aims to transform inter-ethnic conflicts on the local level in four multiethnic communities in Serbia, Macedonia and Kosovo. It also contains a component which integrates local mediators of the project municipalities to work closely with CSSP in order to build skills in problem-solving approaches, raise awareness of the concerns of socioeconomically marginalised groups, build trust among communities, and develop strategies to institutionalise inter-community cooperation in the target municipalities. For the implementation of the ADA projects CSSP cooperates with the following local partners: Partners Kosova, Partners Serbia, Forum CSRD.

### **Rational Games**

In the last two years, CSSP has developed a cooperative relationship with Rational Games. We would like to thank Dr. Mark Young not only for his support of our organisation but also for the cooperation in the Serbia project and the intellectual exchange with our organisation. Dr. Juan Diaz, Dr. Mark Young and Mr. Julius Goldmann spent three days together with leaders from Bujanovac in Palić Serbia brainstorming ideas on how to improve inter-ethnic relations in their community. Rational Games and CSSP share the belief that conflict resolution can be fun. In this regard we are developing further projects together.

### **„CSSP\_Nachmittagsgespräche“**

CSSP introduced a new format, the “CSSP\_Nachmittagsgespräch” in the German Parliament (Deutscher Bundestag) to inform members of parliament, experts and the interested public on the newest developments in South Eastern Europe. Because of the complex political situation on the ground and the changing leaderships in the region, many political decision makers in Germany welcomed the initiative to get first hand information from CSSP staff. The meetings take place during the first parliamentary plenary week after CSSP mediation and assessment visits to the countries in the Balkans. The “Nachmittagsgespräche” try to fill the gap between exchanging information and opinions. A growing number of participants from all parties in the parliament have contributed to the success of the event.

### **Interactive Training Program in Berlin**

From 12-16 October, CSSP carried out its first interactive training in Berlin entitled “How to bring local leaders together - Adding value to my role in conflict management”. Participants with diverse backgrounds in the field of conflict resolution came from all over Europe and the United States. The training focused on building skills in the areas of inter-community mediation, conflict analysis and problem-solving negotiation. Over the five days, participants learned theoretical approaches and directly applied the skills they learned in interactive role plays and simulations. With the support of the Bonn International Centre for Conversion (BICC), CSSP was able to screen the film “Pray the Devil Back to Hell”, which highlights the role of women in the Liberian Peace Process.

### **Team Week in Berlin**

The entire CSSP team met in Berlin, Germany for a one week team building seminar in August, including members of the Kosovo, Macedonia and Bosnia teams as well as Project Managers, the Board of Directors and the Honorary President. The team discussed the political situation in each country in the Western Balkans and the potential for Integrative Mediation. The multi-cultural character of the team was an asset for discussions of our work in the field, methodology and future activities. The team reviewed its activities of the first half of 2009 and set priorities for the rest of the year and for 2010. As part of CSSP's ongoing programme team members also received added capacity building in the areas of mediation and conflict management. Towards the end of the week the team agreed to increase its efforts at building local capacities in the region in inter-community mediation and to strengthen our partnerships in the region.



# CSSP e.V. – Association Overview

## Network

### Network

In 2009 CSSP was able to enlarge its network of experts and partners. Since its foundation the organisation has been working closely with strategic partners in the donor community and likeminded governmental and non-governmental organisations. The German Foreign Ministry (Auswärtiges Amt), the German Parliament (Deutscher Bundestag) and the Austrian Development Organisation belong to the most important partners of CSSP since many years. Also, the political foundations, in particular Konrad Adenauer Foundation and Friedrich Ebert Foundation are in the network of cooperation partners in Germany and in our target areas. Since 2009 CSSP is also more engaged in transferring its know-how and exchange of best practices with local partners. Since several years, CSSP cooperates with Partners for Change International and has joint projects with Partners Kosova. Since the new cooperation contract with ADA, CSSP is also working with Partners Serbia in a joint project in the South Serbia region and was able to add them as strategic cooperation partner.

### South Eastern European Mediation Forum: Strategic Planning Meeting in Skopje

The country coordinators of the South Eastern European Mediation Forum (SEEMF) came together in Skopje in September for a strategic planning meeting. After several months of preparation, the representatives from Serbia, Bosnia, Slovenia, Croatia, Kosovo, Montenegro, Albania and Macedonia decided to transform the informal network to a registered non-governmental, non-profit and regional organisation. During the meeting, which was facilitated by Christoph Lüttmann and Brigitta von Messling, the structures for the organisation were discussed and defined. SEEMF invites all interested persons and mediators to visit the SEEMF homepage, to follow the development and to join the organisation after the registration in 2010.

### CSSP Training for ADA in Vienna, Austria

CSSP conducted a seminar on inter-community dialogue and conflict sensitive project implementation for Austrian Development Agency (ADA) members of staff and representatives of the Austrian Ministry of Foreign Affairs in Vienna in February 2009. Sharing some theoretical background from CSSP's methodology of Integrative Mediation as well as the practical application from CSSP's projects, Dr. Juan Diaz, Eva Maria Malisius and Dr. Dieter Wolkewitz engaged the participants in an interactive process and activities applying problem-solving skills. CSSP offered the seminar to ADA as a result out of a two-year project funding for interactive professional trainings in Kosovo and Macedonia (2006 – 2008).

### Plattform

In the last years CSSP has been working on strengthening its support for the Plattform Zivile Konfliktbearbeitung (Platform for Civilian Conflict Management). In this regard, members of the organisation took part in the annual members meetings and in the working group focused on the restructuring of the organisation. This network of organisations dedicated to peace and conflict resolution seeks to enhance awareness for the need for peace conflict resolution.

### SIT Summer 2009

Dr. Juan Diaz was invited by Paula Green from the Karuna Center for Peacebuilding (USA) to participate in the yearly Programme at SIT Graduate Institute in Brattleboro, Vermont. Dr. Diaz held a one day negotiation simulation based on CSSP's work in South Eastern Europe with 25 of the CONTACT participants. In addition he participated in the full programme in which activists, human rights experts and people dedicated to conflict transformation networked and engaged in each other's conflicts and in a process of joint reconciliation and transformation.

### Workshops on "Multitrack Diplomacy" in Brussels

Dr. Juan Diaz participated in an interactive workshop initiated in Brussels by the Initiative for Peace (organized by Crisis Management Initiative) in January 2009 in which European Experts were invited to discuss multitrack diplomacy within the European framework. Through a series of methods participants engaged in an intensive debate on the role of the EU and nonstate actors. Participants were invited to stay on for session on 27-28 January 2009 sponsored by the Mediation Support Unit of the United Nations and financed by the Irish Department of Foreign Affairs and Implemented by Swisspeace to discuss and draw recommendations for the UN Security Council report on mediation within the UN system. Both workshops demonstrated the complementary roles of diplomacy and civil society and the need for state and non-state actors to develop further cooperation.

### Konrad-Adenauer-Foundation and Rational Games

In July 2009 CSSP in cooperation with the Konrad-Adenauer-Foundation and Mark Young from Rational Games Inc. organised an inter-community exchange meeting of 22 political and civil stakeholders from Bujanovac (South Serbia) in July 2009. The exchange went beyond the existing dialogue between communities in Bujanovac and led to the joint development of an action plan for each participant of the group.

# CSSP e.V. Association Overview

## Staff in 2009

### **Honorary President:**

Prof. Dr. Christian Schwarz-Schilling

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### **CSSP Team in 2009**

Kujtim Deari, Project Coordinator Macedonia  
Juan Armando Diaz, Director/Mediator & Board of Directors  
John Etchemendy, Kosovo Researcher in Residence  
Johann Julius Goldmann, Mediation Project Manager  
Jusuf Hadžiselimović, Finance Officer  
Bekim Ismaili, Project Coordinator Kosovo  
Christoph Lüttmann, Mediation Project Manager  
Eva Maria Malisius, Head of Training & Board of Directors  
Brigitta von Messling, Mediation Project Manager  
Javor Pobrić, Security and Logistics  
Dieter Wolkewitz, Head of External Relations & Board of Directors

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Stability Pact for South Eastern Europe  
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### **Layout**

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### **Concept**

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