

CCHN COMMUNITY ASSEMBLY

Naivasha, Kenya
2 - 4 December 2019



With the support of:
The Swiss Federal Department
of Foreign Affairs
Human Security Division

Organized by:
The Centre of Competence on
Humanitarian Negotiation



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FRONTLINE
NEGOTIATIONS

CENTRE OF COMPETENCE ON
HUMANITARIAN NEGOTIATION



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The Centre of Competence on Humanitarian Negotiation (CCHN) is a joint initiative of the International Committee of the Red Cross (ICRC), the Centre for Humanitarian Dialogue (HD), Doctors Without Borders (MSF), the UN Refugee Agency (UNHCR) and the World Food Programme (WFP). It was established in 2016 to provide concrete opportunities for frontline humanitarian negotiators to share and analyse their negotiation practices, to build practitioners' capacity to address recurring challenges and dilemmas in humanitarian negotiation, and to foster peer-to-peer exchange across agencies and regions in a safe environment. Its core objectives are:

- To foster a community of professionals engaged in frontline humanitarian negotiations;
- To promote critical reflection, learning and exchanges among peers within this community;
- To develop a stronger analytical framework and greater capacity for effective practice.

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The views expressed in this document do not necessarily reflect the views of the Centre of Competence on Humanitarian Negotiation nor its Strategic Partners. Where the text refers to statements made by participants, efforts have been made to provide a fair representation of their views and opinions, but the ultimate responsibility for the interpretation lies with the authors.

EXECUTIVE SUMMARY

"The CCHN is turning the practice of humanitarian negotiation into a science. It is up to each individual to turn this emerging science into an art," **Fahad Ahmed**, Legal Advisor to Operations, ICRC, India; member of the CCHN Community of Practice.

This report provides a summary of activities and discussions, as well as the views and perspectives shared by the participants, of the CCHN Community Assembly that was held in Naivasha, Kenya, 2–4 December 2019.¹

Thanks to the support of the Human Security Division of the Swiss Federal Department of Foreign Affairs, the CCHN welcomed to Naivasha over 70 frontline humanitarian negotiators from more than 20 humanitarian organizations working in some of the most challenging operational contexts in Asia, Africa, the Middle East, and Latin America. The event was designed to promote and facilitate informal exchanges among field practitioners who have been playing a significant role in recent years in the emergence of the CCHN Community of Practice and the development of CCHN peer support activities.

1. Community assemblies are composed of the regular participants and facilitators of CCHN peer workshops who meet to discuss the orientation of the CCHN Community of Practice. As members of this informal community, participants have the opportunity to share and discuss their views on the programming of the CCHN for the following year. Past community assemblies were held during the course of the Annual Meeting of Frontline Humanitarian Negotiators in Geneva. The 2019 Community Assembly in Naivasha replaced the one previously planned to take place in Geneva but moved to Naivasha due to scheduling issues with the International Red Cross and Red Crescent Conference in Geneva in December 2019.



Agenda of the Community Assembly

The Community Assembly offered a series of plenary and small-group activities designed to initiate conversations among participants. Evening events were offered on specialized issues for those interested in continuing the conversation.

On Day 1, the Assembly started off with a series of conversations among peers around negotiation cases presented by seven community members. Acting as human books, each shared their personal **stories of a successful frontline negotiation, while reflecting on the challenges and dilemmas they faced**. Next, participants heard the stories of two community members who shared their **experiences of a failed negotiation**. Attendees appreciated the storytellers' candor and considered their own field work vis-à-vis those accounts.

On the afternoon of Day 1 and the morning of Day 2, participants took part in a series of two-hour-long **competency development workshops** to further enhance their negotiation skills and techniques regarding:

1. Multiparty Negotiation Skills
2. Introduction to Complexity Thinking
3. A Mentor Approach to the Peer Support Role
4. Risk Management as Part of a Negotiation Process
5. Loose & Tight: How Humanitarians Build Power through Responsible Negotiations

The workshops were conducted by renowned CCHN external partners. Participants could choose two workshops out of the five offered; each workshop was attended by about 15 participants.

On the afternoon of Day 2, participants discussed **operational challenges** related to negotiation capabilities in an open-format plenary and made recommendations for addressing some of the challenges, including through peer workshops in field locations and in local languages, case studies, and negotiation simulations.

On Day 3, participants had the opportunity to discuss **thematic issues** of their choice in smaller groups in order to exchange and deepen their perspectives on Crisis Negotiation in Humanitarian Operations, Humanitarian Containment and Confinement Measures Related to Migration, and Value Chain Diplomacy. The discussions were facilitated by CCHN consultants who have been carrying out thematic research on those topics.

The CCHN team shared an update about **the outcomes of the High-Level Conference** in Berlin that was held one week prior to the Assembly and also presented the **CCHN Plan of Action for 2020**. Participants shared their recommendations for future activities.

In a session on the growing Community of Practice, participants discussed **roles and responsibilities that the members of the community can play in order to own and nurture the Community of Practice**. Diverse roles were discussed and it was collectively agreed that the CCHN team and the community members will further develop details of each of the roles and launch their implementation during 2020.

The Community Assembly also provided an opportunity to launch the latest version of the CCHN Field Manual on Frontline Humanitarian Negotiation and the CCHN Toolkit on Frontline Humanitarian Negotiation. The CCHN Field Manual stands as a cogent demonstration of the collective effort of the CCHN community in gathering its experience, sharing practices and reflections across agencies and field operations throughout over 40 peer workshops from 2016–2019.

Evening Events

Enthusiastic community members joined a **movie evening organized by Prof. Alain Lempereur**. They watched negotiation scenes from the 2009 movie John Rabe and collectively reflected on the negotiation tactics and techniques used by the protagonist in the film.

An evening conversation with **Colonel John Steed, professional hostage negotiator**, stimulated debates on the topic of hostage negotiation. Colonel Steed shared his views about the skills that are required in order to succeed in a negotiation. Participants eagerly discussed issues around communication with the counterpart, timeline of negotiations, and the use of technology.

Self-care activities such as yoga, meditation, Tai Chi, and a safari walk organized by the participants are also documented in the report.

Closing Activities

The Community Assembly was closed with remarks of appreciation by the participants and a final speech by Mr. Claude Bruderlein, who highlighted the ownership of the Community of Practice by the humanitarian practitioners, who are and should be in the driver's seat of the community activities in the field.

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SUMMARY

Opening of the Assembly

SPEAKERS:

- **Claude Bruderlein, Director of CCHN**
- **Joëlle Germanier, Head of Operations of CCHN**

The CCHN Community Assembly opened with a warm welcome and opening speeches by Claude Bruderlein, Director of CCHN, and Joëlle Germanier, Head of Operations of CCHN.

Mr. Bruderlein spoke about the significance of holding this event in Naivasha, Kenya, the birthplace in 2014 of the *Naivasha Grid*, which is now the backbone of the *CCHN Field Manual on Frontline Humanitarian Negotiation*. He also highlighted the importance of this Assembly, which brings together core members of the Community of Practice, to support and offer opportunities for personal and professional growth to frontline negotiators working in some of the most challenging operational contexts.

Ms. Germanier shared the latest figures and milestones achieved on the road toward the development of this Community of Practice. She also introduced the methodology behind this three-day Assembly, which focused on participatory design and community engagement. She then invited selected members of the Community of Practice who were present during the first informal retreat on frontline negotiations, organized by the ICRC back in 2014 in Naivasha, to share their views and perspectives on their journey and takeaways so far. The opening ceremony was then closed by newer members of the Community of Practice who expressed their hopes and conveyed their interest in continuing to participate in this emerging community.

Since then, the *Naivasha Grid* has been adopted and further developed by the CCHN in the framework of a joint initiative of the International Committee of the Red Cross (ICRC), the United Nations High Commissioner for Refugees (UNHCR), the World Food Program (WFP), Médecins sans Frontières (MSF), and the Centre for Humanitarian Dialogue (HD). Today, the Naivasha Grid is the base of the *CCHN Field Manual on Frontline Humanitarian Negotiation*.

Back to where it all started

In 2014, the ICRC held an informal meeting of 24 frontline negotiators in Naivasha, Kenya. The aim was to identify common features of humanitarian negotiation practices. That gathering led to the first iteration of the Naivasha Grid, an analytical tool for planning and reviewing humanitarian negotiation processes.





Building a Sense of Community

Diversity of participants enriched the Assembly, bringing different views and perspectives together into one room. Participants represented different regions, national and international organizations and staff, from peace-building to emergency contexts. The sense of a community sharing a common purpose prevailed over institutional or regional identities.

SUMMARY

Learning from Success

SPEAKERS:

- **Kiomers Frozan, Country Humanitarian Access & Security Advisor, Action Against Hunger, Kabul, Afghanistan**
- **Daniel Richards, UN Access Coordinator, UN Access Coordination Unit, Jerusalem, Occupied Palestinian Territories**
- **Al-Hadi Al Bareedi, Humanitarian Affairs Officer-Access, UNOCHA, Damascus, Syria**
- **Atim Taniform, Humanitarian Affairs Coordinator, Authentique Memorial Empowerment Foundation, Kumba, Cameroon**
- **Sharmeela Aminath, Head of Programmes, Danish Refugee Council, Cox's Bazar, Bangladesh**
- **Rodrigo Valderrama, Head of Field Office, UNHCR Quibdo, Colombia**

The speakers—all members of the Community of Practice—shared their successful negotiation experiences with the participants of the Assembly. The session was organized based on the method of the Human Library, where each of the speakers, or “human books,” was visited in an individual space by two different small groups of participants, one after another. After listening to the stories, participants engaged in a collective reflection in the same groups.² Referencing her experience in a multiparty access negotiation in a hard-to-reach area, a participant shared the following testimony:

2. Some of the participants' stories, as well as others, can be found on CCHN Connect: <http://bit.ly/CCHN-Naivasha-Stories>.



...The discussion soon shifted towards the commander asking us to give items to his group, who, he said, were in need too. We tried to explain who we were and the humanitarian principles we abided by.

We brought the discussion to a technical level, carefully explaining that as humanitarians, we were not on the side of any of the warring parties. We also explained that if we gave them the items and the government forces saw them with these items, it would jeopardize our neutrality and we would be kicked out of the area.

We took a different approach to Camp C. We used our new network and asked the commander of Camp A and the general in Camp B to speak on our behalf to the general in charge of Camp C. This went well, and we were able to distribute the items in village K without a hitch.

A second speaker talked about his experience of negotiating in a context of urban violence. He shared :



...Importantly, many gang members were relatives or neighbors of youth association members or had been their classmates or friends in childhood. This meant that there was a level of trust. That trust had to be enhanced, as they were the only accepted interlocutors.

The first stage in the process was therefore to teach the youth association members negotiating concepts and to help them enhance their skills, while emphasizing the need for them to think of their own safety when engaging with the gangs.

After a couple of months, the association was playing an important role in passing on messages about who our agency represented, along with the humanitarian principles of humanity, neutrality and impartiality.



SUMMARY

Learning from Failing

SPEAKERS:

- **Vivian Caragounis, Programme Policy Officer, WFP, Juba, South Sudan**
- **Mohammad Mustafa Hatam, Project Officer, Geneva Call, Kabul, Afghanistan**



The session was framed to demonstrate that each frontline negotiation situation is unique; sometimes the outcome does not result in success or lessons learned. However, through sharing failures with peers, the community members can become more sensitive to similar patterns and possibly generate better options for action in the future. That is a process known as *productive failure*.

One of the speakers talked about a failed negotiation focusing on the release of a detained staff member:

This experience taught me how important it is to verify the entire chain of stakeholders in a negotiation and to avoid any ambiguity in instructions and agreements. Also, do not lose self-control with a difficult interlocutor. If frustrated, recognize your limitations and engage another negotiator to take over before the interlocutor senses your frustration.

After these first testimonies, participants reflected with their peers in small groups about a situation of failed negotiation. Participants appreciated the opportunities for sharing their personal stories, which, though particular and sensitive, almost every community member could relate to. Predictability (and unpredictability) of relationship dynamics, network mobilization, capacity to be aware of your own limits as a negotiator, recognizing that negotiation is a process with multiple phases,

and clarity of communication with counterparts were discussed as some of the decisive factors during negotiation processes in the field.



Safari Walk

An early-morning safari walk at Crescent Island (which actually is a peninsula in Lake Naivasha that required a boat trip) allowed participants to explore the game sanctuary, connect with nature, share a human experience, and refresh energy. Some participants continued deep discussion while glancing at the herds of zebras, wildebeests, gazelles, impala, giraffes, and other wildlife.





SUMMARY

Competency Development Workshops

A series of competency development workshops were offered to participants to further enhance their negotiation skills and techniques:

1. Multiparty Negotiation Skills
2. Introduction to Complexity Thinking
3. A Mentor Approach to the Peer Support Role
4. Risk Management as Part of a Negotiation Process
5. Loose & Tight : How Humanitarians Build Power through Responsible Negotiations

The workshops were conducted by renowned CCHN external partners. Participants could choose two workshops out of the five offered; each workshop was attended by about 15 participants.

Following is brief information about each of the workshops.



1. Multiparty Negotiation Skills, by Robert Weibel, Director & Founder, CENAD

The workshop used a video recording to offer a **realistic negotiation simulation with role plays, followed by personalized expert feedback** and analytical debriefings with video playback. The simulation challenged the participants to:

- Transform meetings into real negotiations;
- Define delegation roles and internal coordination;
- Build coalitions (and conspiracies);
- Chair a “higher” form of negotiation;
- Structure informality: lobbying; and
- Build consensus in action.

All participants gave very high praise to the trainer for offering a possible way to improve individual negotiation skills and techniques in such a brief presentation. Video recording was recognized as an effective applied method.



2. Introduction to Complexity Thinking, by Bhavesh Patel, Professional Facilitator, Initiatives of Change (IoC)

The workshop explored how complexity thinking using the Cynefin Framework can help to understand complex situations and contexts and consequently guide actions. The participants reflected on the framework's use in humanitarian negotiation. The workshop did not aim to provide tools or methods, but rather called on the participants to feel part of a **"think-shop" on choices of sense-making and decision-making principles.**

The session suggested that a *complicated environment* is one where actions and consequences are predictable. With the right expertise and the right analysis, one can take the right actions that will lead to a success and avoid a failure. In contrast, a *complex environment* is one where it is impossible to predict the consequences of an action. There are too many and often changing context-dependent variables; therefore, any action is a form of experiment seeking positive outcomes.



Frontline negotiation most often entails complexity, which means that a systematic and coherent strategy should be a critical part of the negotiation process. Each situation is unique, yet all have some commonalities. It is therefore important to capture the good practices and share the lessons on how a coherent strategy can contribute to the success of a negotiation.

Community members who are keen on complexity thinking praised the workshop for offering a new way of sense-making and saw its applicability to support the decision-making process in negotiations taking place in complex environments.

3. A Mentor Approach to the Peer Support Role, by Emily Biare, Coaching and Mentoring Manager, MSF

Peer support is about helping other peers grow through their own thinking process. Some of the basic skills of a mentor or a coach aim to equip peers to learn better ways of being supportive. **Active Listening and Questioning are two of the essential skills of a mentor.** The workshop offered an opportunity to members of the community to learn more about and practice these skills through a series of practical exercises, and then experience directly their powerful results.

Community members wishing to enhance their mentorship capabilities appreciated the workshop. Some community members who are already formally trained as coaches and/or mentors also joined the workshop to share their experiences and expand their skills.

4. Risk Management as Part of a Negotiation Process, by Pascal Daudin, Senior Policy Advisor, Anthropol Deep Security

Participants of the workshop **explored the key notions of risk management and connected strategies of risk treatment with the overall negotiation process described in the Naivasha Grid** of the *CCHN Field Manual on Frontline Humanitarian Negotiation*. Participants also had the opportunity to test their newly acquired knowledge with case studies and specific operational situations where risk management strategies could enlighten negotiators in their decision making.

Community members reflected on and exchanged their knowledge and field experiences during the workshop. They expressed appreciation for the opportunity to advance their knowledge regarding risk management as part of a negotiation process.





5. Loose & Tight: How Humanitarians Build Power through Responsible Negotiations, by Alain Lempereur, Professor, Brandeis University & Harvard Program on Negotiation

Empowering humanitarians in their negotiations facilitates their dealings with authoritative parties. Humanitarians learn to negotiate creatively “out of the box” to provide protection and assistance, and also respectfully “within the box” to abide by specific humanitarian constraints. The workshop presented a negotiation framework underlining three components for humanitarians which were reflected upon during the session:

- Humanitarians sustain working relationships with many stakeholders, while also maintaining a sufficient distance from most because of a complex mandate.
- They ensure innovative solutions to respond to urgent vital human needs, while also remaining within the narrow scope of “WASH” pillars and humanitarian norms.
- They prove responsive to, and agile in, a volatile situation, while also following a structured process.

This threefold negotiation philosophy that is both loose and tight helps humanitarians deal responsibly with people, problems, and process, and it nuances some underpinnings of the win-win approach to bargaining.

Community members discussed and shared that this framework is relevant and easy to associate with recurring negotiation situations in the field.



SUMMARY

Operational Challenges

The session provided an opportunity for the participants to discuss operational challenges related to negotiation capabilities in an open format. The session was organized using the Open Space Technology (OST) introduced by Bhavesh Patel, facilitator of the event. Once the general rules were explained, the OST proved to be a participant-driven method, as the agenda and facilitation of the session were fully owned and directed by the participants. They had exchanges and shared experiences about challenges they face in the field during negotiation processes. Among the topics raised and discussed in small groups: negotiating with state actors, criminal elements, and armed groups; duty of care; donor requirements vs. field realities; and psychosocial support to frontline negotiators.

Following are some of the recommendations that participants shared for future consideration by the Community of Practice and the CCHN:

- Equipping field practitioners with advanced negotiation capabilities to enable them to negotiate at a more professional, if not political, level, allowing for expanding the institutional culture and dialogue around humanitarian negotiation;
- Elaborating case studies and simulations to help increase applicability of the CCHN negotiation tools to specific contexts and themes, including sensitive issues related to sexual and gender-based violence (SGBV) or termination of pregnancy;
- Investing in the scalability of CCHN activities with a focus on accessibility and the deepening of knowledge and skills transfer among participants; and
- Promoting the diversity of participants across contexts and status (national vs. international staff/national vs. international agencies).

Thematic Conversations



Participants had the opportunity to discuss the following specific topics of their choice in smaller groups:

- Crisis Negotiation in Humanitarian Operations;
- Addressing Humanitarian Containment and Confinement Measures Related to Migration;

- Exploring Value Chain Diplomacy: New Avenue for Humanitarian Diplomacy and Partnerships.

The discussions were facilitated by CCHN consultants who have been carrying out thematic research on the topics discussed.



Topic 1: Crisis Negotiation in Humanitarian Operations

Facilitator: **Pascal Daudin**, CCHN Consultant

The focus of the discussion was on the capacity of humanitarian professionals to re-establish and maintain relationships with conflict actors and to restore trust in order to augment security risk management. Participants further considered how to deal with the physical protection of humanitarian personnel against attacks and kidnapping for ransom and extortion (KRE) threats. Some participants proposed that the stronger the ability of the organization to address kidnapping for ransom and extortion risks, the more resilient it will be in providing life-saving assistance and protection to large numbers of populations affected by armed conflict and other situations of violence.

Participants also discussed crisis response parameters such as high stakes, emotions, multiple stakeholders, and partial lack of control at a given moment of a crisis. Different experiences and perspectives sparked a debate among the participants about the field and responses to crises at HQ level. Some argued that while the field level can be emotionally charged, the HQ's role is to maintain objectivity. Other participants talked about how severe it can be when a team in the field does not have support systems or a crisis management plan in place when an unexpected crisis happens.

The following recommendations for further research on negotiation in crisis were shared by the participants:

- Explore the effects of stress on the negotiator's work in a situation of crisis;
- Compile practices for crisis management structures within organizations;
- Develop or collect practices enabling management of the unexpected;
- Work on the emotional dimension of crisis management; and
- Work on crisis prevention and preparation and treatment of chronic or recurrent crises.



Topic 2: Addressing Humanitarian Containment and Confinement Measures Related to Migration

Facilitator: **Marcia Vargas Padilla**, CCHN Consultant and Negotiation Support Specialist for Latin America

The discussion was framed around the capacity of humanitarian professionals to respond to the needs and aspirations of forcibly displaced populations and refugees confined in temporary and precarious settings for an indeterminate period of time. Participants discussed the legal, policy, and operational challenges, and dilemmas and strategic choices faced by humanitarian negotiators. Some participants raised concerns over the increasing restrictive policies of governments that result in a growing tendency of containing and confining populations on the move.

Participants additionally discussed how frontline negotiators can be better equipped with the necessary knowledge and critical tools to further understand the implications of humanitarian action on migration policies. Some participants argued that the creation of a safe space and support for critical reflections on how to address these needs in an innovative manner are important. They regarded informed and in-depth dialogue among key stakeholders of the international response on the precarious status of refugees and migrants in temporary settlements as one of the necessary steps.



Topic 3: Exploring Value Chain Diplomacy: New Avenue for Humanitarian Diplomacy and Partnerships

Facilitator: **Brett Davis**, CCHN Consultant

The objective of the topic was to present a conceptual framework that moves the conversation forward from network mapping and leveraging influence in a specific negotiation to considering ways of building “bundles” of transactions among a network of stakeholders as part of a negotiation strategy. Participants were presented with the concept of value chain models. Mr. Davis explained that if the traditional *humanitarian negotiation* facilitates the movement of people, goods, and services across frontlines or frontiers for the benefit of vulnerable populations despite the tensions or hostilities between the parties, the *value chain models (VCM)* use the movement of people, goods, and services as a systematic means to create and circulate value for the parties and stakeholders involved along the way.

Participants discussed the development of new tools, methods, and strategies for dealing with the creation and orientation of value in negotiation processes. Exchange of perspectives about the use of a VCM to analyze the economic and social activities of affected communities and the potential role of humanitarian organizations in enhancing these activities provoked curiosity and interest among the participants.





Update on the High-Level Conference in Berlin

Claude Bruderlein, Director of the CCHN, shared an update with the participants about the outcomes of the “High-Level Panel and Professional Roundtable on Strengthening the Capabilities of Humanitarian Organizations to Negotiate on the Frontlines” that was organized by the CCHN and the Federal Foreign Office of Germany and held in Berlin 26–27 November 2019, one week prior to the Community Assembly in Naivasha.³ Mr. Bruderlein spoke about the common vision that was endorsed and the informal action plan that was elaborated by the participants during the two-day event.

He mentioned that the outcome of the conference marked the beginning of the *Berlin Collaborative Process* jointly agreed on by the participants.

A number of active community members present in the Community Assembly had also participated in the conference in Berlin. They shared their perception and experience of the event with the participants of the Assembly and highlighted some of the issues that were discussed during the conference, such as the needs of frontline negotiators to enhance negotiation capabilities, the roles of humanitarian organizations, and the role of the Community of Practice. The diversity of conference participants representing humanitarian organizations, academia, government, private sector, and donor and diplomatic communities was also mentioned.

3. A detailed report of the conference in Berlin can be accessed here : <http://bit.ly/CCHN-Berlin-Report>.



SUMMARY

Roadmap and Plan of Action 2020

The Community Assembly provided an opportunity to the participants to learn about the CCHN Plan of Action for 2020 (Annex 1). Four separate group discussions were organized in breakout rooms based on regions: Asia, Africa, the Middle East, and Latin America. CCHN Negotiation Support Specialists for each region presented the planned activities in the respective groups.

Some of the commonly shared recommendations for the CCHN by participants of all four groups included:

- Organizing additional peer workshops in field locations in order to increase accessibility to deep-field-based frontline negotiators, in particular, national staff;
- Holding the peer workshops in local languages and translating some of the key CCHN tools to other languages, such as Spanish, French, and Arabic;
- Investing in the use of digital platforms as a complement to the peer workshops in order to increase accessibility and the depth of practical application of the CCHN tools;
- Considering women-only workshops to cater to the needs of women negotiators in specific contexts; and
- Enabling and providing support to self-organized workshops by community members in their operational locations.



SUMMARY

Roles and Responsibilities within the Community of Practice

Participants of the Assembly discussed the role of the CCHN Community of Practice in shaping the negotiation support activities for humanitarian practitioners in the field. Some participants shared their views and appreciation about the safe space that the CCHN has created, primarily through its peer workshops, and how this space is allowing humanitarian professionals from diverse contexts and organizations to share their experiences with each other. This exchange is fostering more learning, confidence in self, and networking with peers. One participant remarked that the seeds have now been planted to make this Community of Practice emerge and the next steps should focus on the growth and engagement aspects.



More specifically, participants discussed roles that the members of this community can play and responsibilities they can assume in order to own and nurture this growing and emerging Community of Practice. The following roles were identified and discussed, with some participants having already assigned specific roles to themselves. It was collectively agreed that the CCHN team and the community members will further develop clarity on the responsibilities and tasks of each of the roles and launch their implementation during the course of 2020. The following roles have been identified as key:

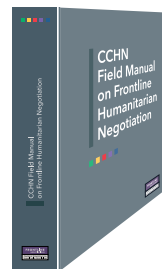


Role	Responsibilities
CCHN Facilitator/ Agency trainer	<ul style="list-style-type: none">Facilitate CCHN peer workshopsFacilitate specialized sessions/peer circlesProvide internal training to organization on negotiation aligned with the CCHN methods
Peer reviewer/ Mentor	<ul style="list-style-type: none">Provide critical review and support to ongoing negotiation processes of field practitioners
Content specialist and editor	<ul style="list-style-type: none">Identify gaps and needs for knowledgeSupport and feedback on CCHN researchEnsure that CCHN material meets high standards
Community weaver	<ul style="list-style-type: none">Build trustConnect peopleInduct new people into the communityPropose activities within location and agencies to support members and other negotiatorsFacilitate communication around the CCHN and its communityFacilitate participation of agency staff in CCHN activities and communityCoordinate and facilitate multi-agency peer circles within their operational context
Informal ambassador	<ul style="list-style-type: none">Promote the professional vision of the CCHN community within one's agency/ operational locationEngage with donorsIdentify potential participantsDemystify perceptions about the CCHN
Facilitator of a community of care	<ul style="list-style-type: none">Facilitate CCHN self-care sessionsShare ideas with the CCHN
Facilitator of an online community	<ul style="list-style-type: none">Create original content for CCHN ConnectFoster engagement and exchange through online platforms



LAUNCH OF THE CCHN FIELD MANUAL ON FRONTLINE HUMANITARIAN NEGOTIATION (2ND EDITION) AND THE CCHN TOOLKIT FOR FRONTLINE NEGOTIATORS

The CCHN team presented the latest version of the *CCHN Field Manual on Frontline Humanitarian Negotiation* and the *CCHN Toolkit* to the community members.



The **Field Manual on Frontline Humanitarian Negotiation** offers a comprehensive and systematic method for carrying out humanitarian negotiations. The *Manual* includes a set of practical tools, drawn from field practices, and a step-by-step pathway to plan and implement negotiation processes in a structured and customized way.



The **Negotiator Handbook** offers the collection of tools for direct use during negotiation processes. It outlines how to apply each tool of the *CCHN Field Manual* with background guidance and step-by-step instructions.



The **Facilitator Handbook** provides information and references needed to facilitate a peer workshop on humanitarian negotiation with practitioners. It assists CCHN facilitators as they build their own skills in presenting and using CCHN tools and methods.



The **Negotiator's Notebook** is designed for note taking during meetings and includes fact sheets related to humanitarian negotiation and templates from the *Field Manual on Frontline Humanitarian Negotiation*.



CCHN Connect is a community-powered online forum on humanitarian negotiation. It provides a platform for humanitarian professionals to discuss challenges and dilemmas of humanitarian negotiations and connect with peers from around the world. The forum is filled with interviews with frontline negotiators, blog series, research papers, and more.



The **Case Studies** present the application of the negotiation tools of the *CCHN Field Manual* to real-life situations from the field that have been synthesized and decontextualized for the purpose of learning and maintaining confidentiality. Each case study takes the reader through a negotiation process, illustrating application of the tools at the different stages of the process.

The development and update of the **CCHN Field Manual on Frontline Humanitarian Negotiation** have been possible thanks to the active contributions and continuous guidance of the strategic partners of the CCHN, namely, the ICRC, WFP, MSF, UNHCR, and HD. The *Manual* has benefited greatly from the reflections of a series of academic researchers and negotiation experts.

Participants of the Assembly shared their appreciation of the *Manual and the Toolkit*. Some participants shared their recommendations with the CCHN team to make these support products accessible to frontline negotiators as widely as possible and to consider making them available in more languages.

All CCHN resources can be accessed and downloaded for free on <https://frontline-negotiations.org>.



Modeling the CCHN Community of Practice

As the Assembly approached its end, participants improvised a CCHN version of the Mannequin Challenge, forming themselves as various symbolic statues that could represent the future of the Community of Practice.



SUMMARY

Closing Remarks

Participants shared their personal experiences, hopes, and acquired learning about being a member of this emerging Community of Practice. Words of appreciation for the creation of “safe spaces for sharing and learning,” wishes for further growth of the Community of Practice, and commitments to spread the word within organizations and operational contexts were expressed. There was collective appreciation of Bhavesh Patel’s masterly facilitation of the event by way of his introduction of creative and effective ways to enable meaningful conversations through a participatory and engaging approach, thus fostering a strong sense of ownership of this Community Assembly by its members.

Claude Bruderlein, Director of the CCHN, closed the Community Assembly by putting humanitarian practitioners at the center of this Community of Practice, restating that they are and should be in the driver’s seat of the community activities taking place in the field. He then touched on the evolution of the CCHN since its inception in October 2016, looking back at the great goals achieved so far thanks to the involvement, belief, and support of everyone present in this Community Assembly. He reminded those present that the CCHN mission would not be



possible without a core group of dedicated and inspiring members who make this community thrive, grow, and adapt to an evolving environment. Mr. Bruderlein thanked everyone, all of whom contributed to the success of the event. He particularly thanked the Swiss Federal Department of Foreign Affairs for its generous support that made the Community Assembly possible.

Informal Exchange and Performance by Participants

On the last evening of the Assembly, many participants enjoyed music and dances from around the world, while others chose deep conversations around the bonfire. And thus members of the Community of Practice celebrated closure of the first Assembly.



ANNEX 1: Roadmap for CCHN Activities in 2020

Roadmap for CCHN Activities in 2020

This roadmap summarizes what we're working on now and what we're planning to tackle next. We consult with a wide range of stakeholders from within and outside the strategic partnership to effectively respond to the demands of country offices and field teams. In general, our priorities are ranked with an eye towards:

- **Fostering a community of professionals** engaged in frontline humanitarian negotiations;
- **Promoting critical reflection, learning and exchanges** among peers within that community;
- **Developing a stronger analytical framework** and **greater capacity** for effective practice.

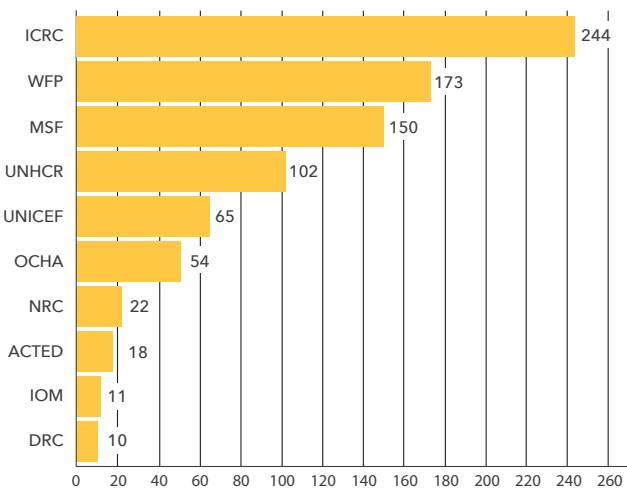
This roadmap is being updated regularly on CCHN Connect so that members always have an overview of the CCHN's activities at their fingertips.

Taking stock of CCHN activities...

The CCHN ramped up its activities in 2019, organizing a variety of workshops to enable the exchange of practical experience among front-line humanitarian negotiators. Since its launch in October 2016, the CCHN held more than 40 peer workshops, offering practical support and the opportunity for peer exchange to some 1,200 humanitarian negotiators.

Member profiles per organization (top 10)

Last updated: January 2020

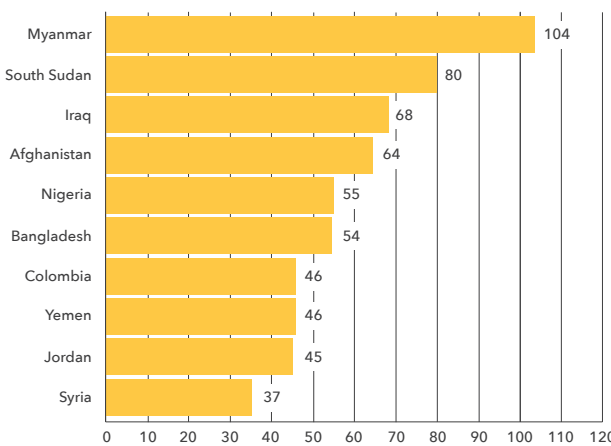


While roughly two-thirds of community members are representatives of the strategic partners of the CCHN (HD, ICRC, MSF, UNHCR and WFP), one-third work for a variety of other humanitarian organizations active on the front-lines of conflict, such as UNICEF, OCHA, NRC and ACTED.

Discussions at the workshops continue to be extremely rich and varied, as more than 85% of participants hold field positions. This allows them to bring insight and experience fresh from some of the most complex humanitarian negotiation situations around the world.

Member profiles per field operation (top 10)

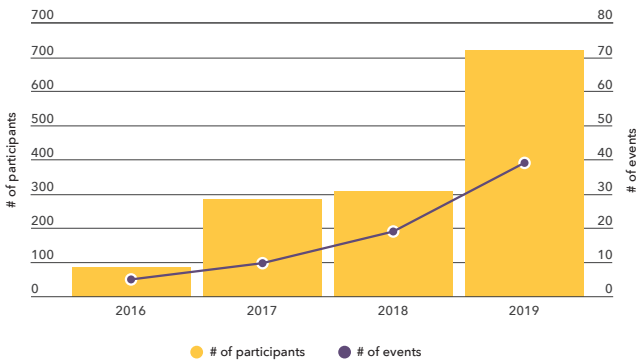
Last updated: January 2020



2019 saw a large increase in the volume of CCHN activities worldwide. The number of events doubled within a year, as did the number of Community members. In 2020 we plan to maintain a steady growth and build further on the work done in previous years.

Growth of activities

Number of events and participants (excl. Annual Meetings)



... Moving forward in 2020

As we move forward with our activities in the new year, we continue to be guided by three core objectives:



Objective 1:

Foster a community of professionals engaged in frontline humanitarian negotiations, by:

- Expanding current networks of frontline humanitarian negotiators in **Africa, Asia, Central/Latin America and the Middle East**
- Facilitating the sharing of experience and reflections on humanitarian negotiation through **peer workshops in the field**
- **Encouraging the participation and ownership of Community members** towards the development of CCHN activities

Objective 2:

Promote critical reflection, learning and exchanges among peers within that community, by:

- Facilitating **peer-support and peer-review missions**
- Developing clear **protocols for such peer-to-peer collaboration** in a close dialogue with the organizations concerned
- Exploring **new models of support**, such as context-specific advisory services and mentorship.

Objective 3:

Develop a stronger analytical framework and greater capacity for effective practice, by:

- **Analysing negotiation practices** on the basis of contributions of practitioners collected during interviews and field workshops to identify recurring patterns across topics and regions
- **Translating** the 2nd edition of the CCHN Field Manual on Frontline Humanitarian Negotiation and related publications **into French, Spanish and Arabic**
- Providing practitioners with **planning and evaluation tools** as well as **case studies** to support their internal negotiation practices and strategies
- Supporting the development of **experiential learning modules and training materials** for humanitarian negotiators

Start of 3 new work streams

In Spring 2020, we are excited to launch three new work streams, each of which will bring with it multiple opportunities for community members, including a summer university.

- **Crisis negotiation:** Building relationships between the humanitarian sector and other professional networks from the private and security domains in order to collect and compare operational experiences and conceptualize the role of negotiators in crisis settings.
- **Value chain approaches:** Exploring the potential impact of value chain approaches as an enabler of humanitarian access negotiations.
- **Migration and forced displacement:** Building the capacity of humanitarian professionals to respond to the needs of forcibly displaced populations and refugees confined in temporary settings for an indeterminate period of time.

Regional priorities

On the basis of recommendations of community members and partners, we have set specific priorities for each region. While pursuing our Peer Workshop Program and holding more specialized sessions, we are working towards the following highlights in 2020:

In Africa:

- Shifting to dual regional approach (Dakar for West Africa and Nairobi for East Africa) will re-shape our approach and presence across Africa.
- Expanding the community of practice to best reflect the reality of humanitarian responses by engaging and supporting local and national organizations in addition to international and UN agencies.
- Continuing to focus on long-term activities and large-scale humanitarian operations such as Nigeria and South Sudan while expanding our support to changing contexts in the Sahel and beyond.

In Asia:

- Build upon ongoing engagements to design specialized sessions on key transversal themes across the region;
- Continue developing tailored activities in large-scale operations such as Afghanistan and Myanmar;
- Strengthen and support the activities of the peer circle of humanitarian practitioners in Cox's Bazar, Bangladesh;
- Expand the community to provide support to and engage with humanitarian practitioners in Pakistan;
- Establish the collaboration with the Chinese Red Cross Academy to conduct peer workshops in China;

In Central/Latin America :

- Following up on the listening tour conducted in Honduras, El Salvador and Colombia on humanitarian negotiations with criminal gangs and sharing the lessons learned with the community.
- Expand activities to Venezuela with the organization of a listening tour on access negotiations, a peer workshop and a specialized session
- Prioritization of contexts facing other situations of violence, especially Honduras, El Salvador and Mexico.

In the Middle East :

- Supporting frontline negotiators engaged in access negotiations in Northwest/Northeast Syria, Yemen, Kurdistan and Libya
- Supporting frontline humanitarian negotiators engaged in the return/repatriation of foreign fighters and their families
- Exploring the potential impact of value chain approaches/diplomacy as an enabler of humanitarian access negotiations

Training of Facilitators

In 2020, the Training of Facilitators will again be held in the different regions around the world. For the first time, we will also conduct the training in French, Spanish and Arabic.

The online version of this roadmap can be accessed on CCHN Connect.
<https://community.frontline-negotiations.org>



FRONTLINE
NEGOTIATIONS

CENTRE OF COMPETENCE ON
HUMANITARIAN NEGOTIATION