

# ANNUAL REPORT 2022



**FRONTLINE  
NEGOTIATIONS**

CENTRE OF COMPETENCE ON  
HUMANITARIAN NEGOTIATION

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HUMANITARIAN NEGOTIATION

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**I THINK THE CCHN  
COMMUNITY MAKES  
FOR A BETTER  
HUMANITARIAN  
SECTOR. THE CCHN  
HAS DEVELOPED  
ON THE IDEA OF  
THOUGHTFUL  
PRACTICE. THIS IS  
REALLY WHAT THE  
COMMUNITY IS  
ABOUT. IT GOES  
BACK TO THIS IDEA  
OF OPENNESS AND  
LEARNING FROM  
EVERYBODY ELSE'S  
EXPERIENCE.**

— Kiran Kothari, Head of the Civil Military Relations  
and Access unit at Save the Children



"

I LOOK FORWARD TO  
THE DEVELOPMENT  
OF THIS VIBRANT  
COMMUNITY AS WE  
STRENGTHEN OUR  
LEARNING OFFER AND  
CREATE A SAFE SPACE  
FOR OUR COLLEAGUES  
TO THRIVE IN THEIR  
PROFESSION.







JOËLLE GERMANIER,  
CCHN DIRECTOR

## EXECUTIVE SUMMARY

Six years after its creation, the Centre of Competence of Humanitarian Negotiation (CCHN) has evolved to become a leading initiative in the domain of frontline negotiations in the humanitarian sector. Relying on a robust methodology based on the practice and expertise of thousands of humanitarian professionals globally, the CCHN has been able to develop a rich catalogue of opportunities, workshops, activities and services matching the negotiation challenges witnessed by organisations on the ground.

By 2022, some 5,000 individuals across more than 150 countries have benefitted from these learning opportunities. During the past twelve months, the CCHN community of practice – a network of frontline negotiators spanning the globe – expanded to include more than 2000 additional humanitarian professionals who joined a CCHN workshop for the first time. The community did not only grow in numbers; members also became more effective in spearheading the development of the community itself, increasingly contributing to the co-creation of negotiation tools, leading the reflections on emerging negotiation practices and delivering negotiation workshops in hard-to-reach areas with little to no support by CCHN staff.

Throughout the year, the CCHN worked closely with its founding and strategic partners—the International Committee of the Red Cross, Médecins Sans Frontières, the UN High Commissioner for Refugees, the UN World Food Programme—as well as many other humanitarian agencies, supporting their capacity-building needs and adapting its learning offer to the constantly evolving demands of the most complex humanitarian contexts. Humanitarian professionals working for the four mentioned agencies make up almost half of the entire community of practice, indicating the trust that our partners have bestowed upon the CCHN negotiation methodology.

This year's World Summit on Frontline Humanitarian Negotiation was a clear indicator of the added value of sharing practices and experiences across diverse backgrounds. Co-sponsored by the governments of Switzerland and Germany, and with an agenda shaped by community members themselves, the three-day hybrid event saw the attendance of 700 humanitarian professionals from over 300 organisations.

*Participants came together to discuss today's main negotiation challenges, identify the social and political trends impacting operational realities, and come up with innovative solutions to tackle them.*

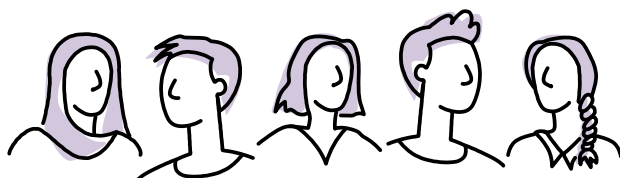
As my first, enriching year as CCHN Director comes to a close, I cannot but look forward to the further development of this vibrant community of practice as we strengthen our learning offer, create a safe space for our colleagues to thrive in their profession, and promote a culture of collaboration across the sector. I would like to warmly thank our strategic partners and donors for their precious support, and all the members of the CCHN community for their continuous dedication to developing frontline negotiations as a professional domain.

A stylized blue ink signature of Joëlle Germanier.

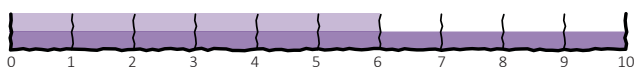
Joëlle Germanier,  
CCHN Director

## A YEAR IN NUMBERS

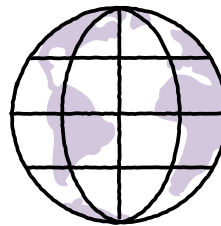
A thriving global community of practice



5,300 HUMANITARIAN PROFESSIONALS AS OF DECEMBER 2022



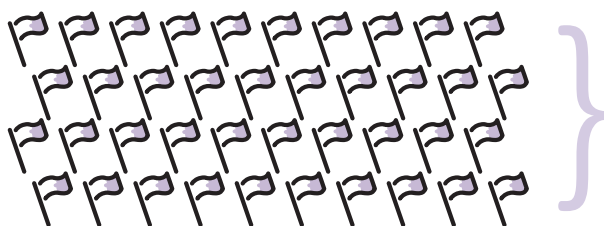
6-10 AVERAGE YEARS OF EXPERIENCE



150+ COUNTRIES



82% ARE BASED  
IN FIELD OFFICES



400+ ORGANISATIONS

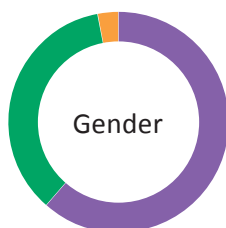


Most  
represented  
organisations  
among  
members

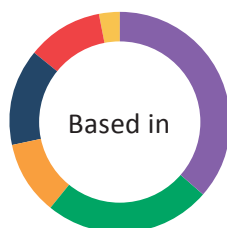
● International Committee of the Red Cross **13.8%**
● UN World Food Programme **7.9%**
● Médecins Sans Frontières **6.9%**
● UNHCR **6.3%**  
● UNOCHA **3.5%**
● Other (academic institutions, private sector) **3%**
● Local and international humanitarian organisations **58.6%**

Welcoming new  
community members

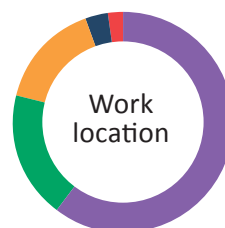
2,000+ Humanitarians joined  
the community in 2022



● Male **61.6%**  
● Female **35.6%**  
● Other / no  
response **2.8%**



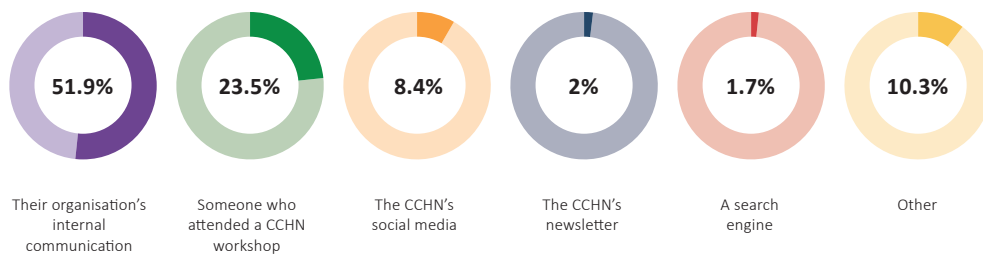
● Africa **36.4%**  
● Middle East and North Africa **24.6%**  
● Europe **10.8%**  
● Asia **14.2%**  
● Latin America and the Caribbean **11.1%**  
● Other regions **2.9%**



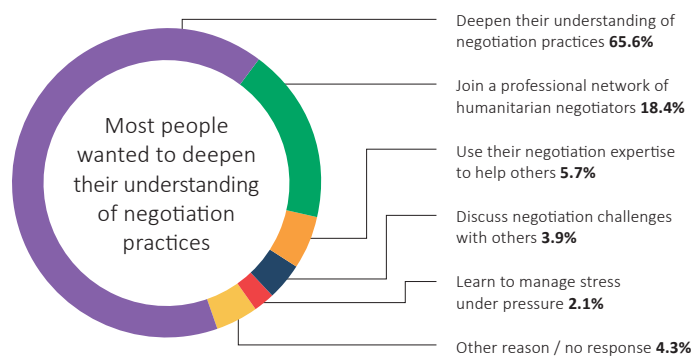
● Field office **60.5%**  
● Other locations **18.6%**  
● Country office **15.5%**  
● Regional office **3.4%**  
● Headquarters **2%**



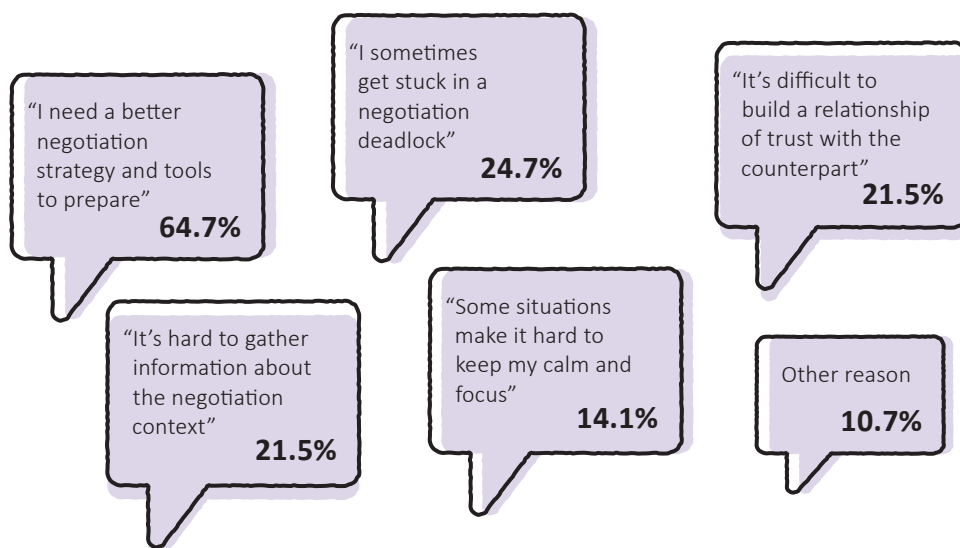
## New community members heard about the CCHN through\*...



## Their main reason to attend a CCHN negotiation workshop was...



## The challenges most often faced in their negotiations were\*...



\* Multiple answers accepted.

## Learning Catalogue

### PART ONE:

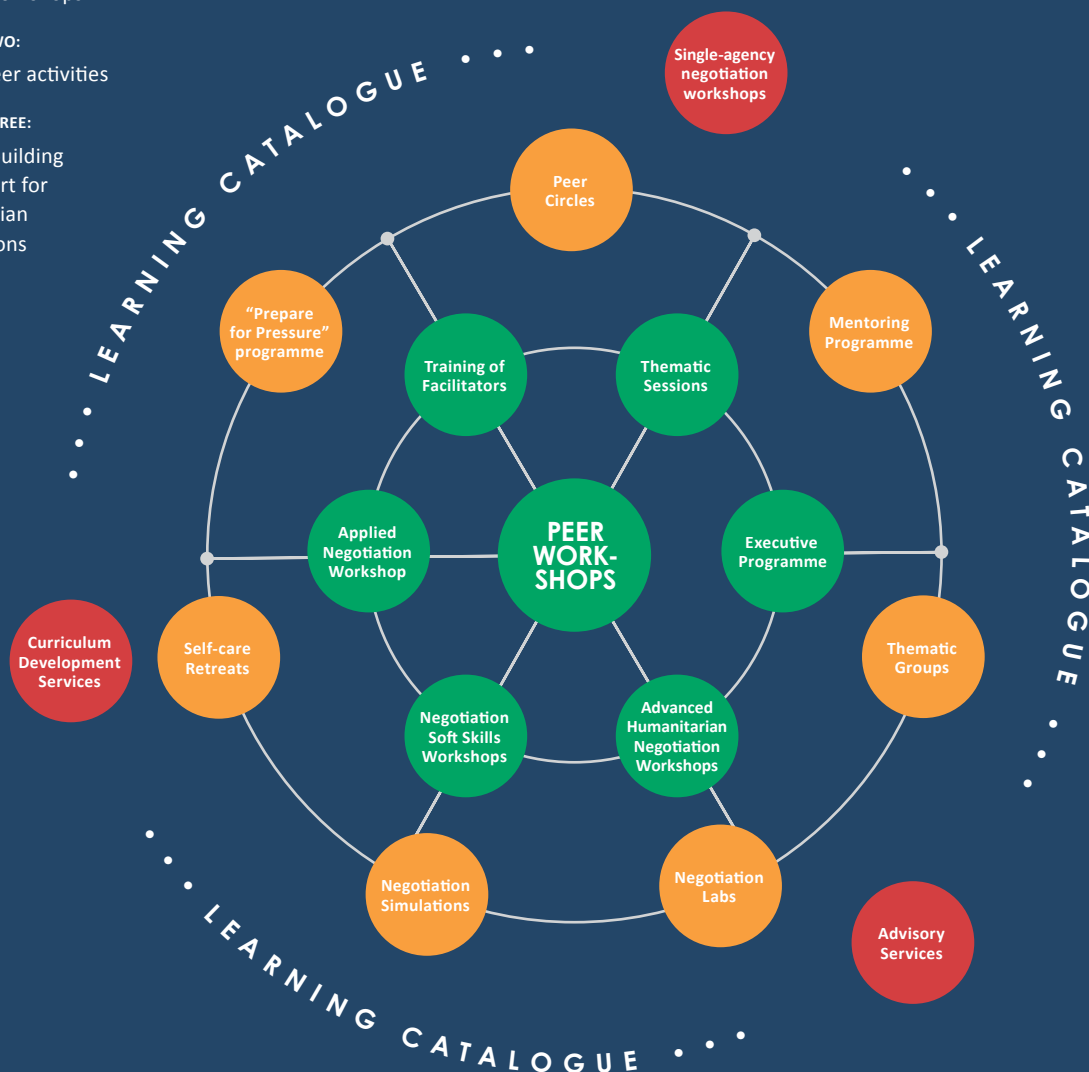
Individual capacity building workshops

### PART TWO:

Peer-to-peer activities

### PART THREE:

Capacity-building and support for humanitarian organisations



## Helping humanitarians learn and share practices, 2022

81	6	15	25	11	28	3
FIRST-LEVEL NEGOTIATION WORKSHOPS	ADVANCED OR APPLIED NEGOTIATION WORKSHOPS	TRAININGS OF FACILITATORS	THEMATIC SESSIONS ON SPECIFIC NEGOTIATION CHALLENGES	NEGOTIATION SIMULATIONS	EVENTS FOR NEGOTIATION MENTORS AND MENTEES	PILOT WORKSHOPS FOR SENIOR MANAGERS
2,000+	45	184	150	85	219	45



## Helping community members manage pressure



DURING 2022, THE CCHN ORGANISED:



**19** PRESSURE MANAGEMENT WORKSHOPS



**13** SESSIONS AROUND MENTAL HEALTH AND SELF-CARE



**4** WORKSHOPS ON ART AND NEGOTIATION



**1** SELF-CARE RETREAT IN COLOMBIA

## THE CCHN LEARNING OFFER: AN OVERVIEW

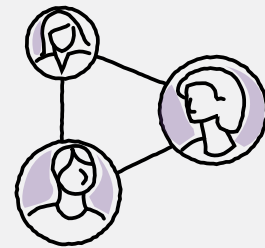
In 2022, the CCHN continued to provide humanitarian workers with a wide range of practical, experiential humanitarian negotiation workshops which responded to the skills development needs faced on the ground.

These workshops are based on the sharing of practitioners' practices: participants apply negotiation tools and strategies to real-life scenarios, discussing in small groups under the guidance of our facilitators. All exchanges take place in a safe and confidential set-up.

*Being part of the CCHN community of practice means gaining access to dedicated learning, sharing, and skills development opportunities which are driven by the expertise of community members themselves, based on their practical and operational needs.*

The CCHN also delivered pressure management workshops and retreats, thematic groups, sessions for mentors and mentees, negotiation simulations, and much more.

In addition, the CCHN supported humanitarian organisations in expanding the negotiation capacity of their teams by providing learning content, training support, and specific or thematic learning programs.



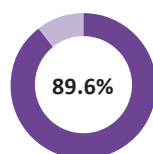
### A pilot programme to support senior managers

In 2022, the CCHN began developing and testing a new type of workshop aimed at senior humanitarian leaders, called the Executive Programme.

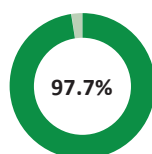
The programme is designed to support managers at Country Director level or similar as they guide negotiation teams while remaining in compliance with the organisation's mandate and operational objectives.

Following three teasers and pilot workshops over the course of the year, the programme will be fine-tuned for further delivery in 2023.

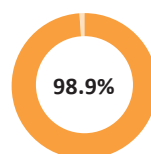
Among the 2,000+ who participated in a CCHN negotiation workshop for the first time...



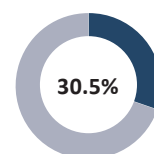
Rated the quality of workshop content as 4 over 5 or higher



Found the CCHN methodology useful or very useful



Would recommend CCHN workshops to colleagues



Expressed an interest in becoming workshop facilitators

## THE CCHN COMMUNITY OF PRACTICE AT A GLANCE

The CCHN community of practice is a global network of humanitarian professionals who share a passion for humanitarian negotiation and learn how to become better humanitarian negotiators together. Once you complete one of the CCHN's peer workshops, you become part of the community.

Our community members meet regularly in a safe, confidential, and informal space to exchange their experiences, develop new negotiation approaches and feedback their learnings into the community.

### The CCHN European community

**224** NEW MEMBERS

**8** PEER WORKSHOPS

**2** THEMATIC SESSIONS

**1** ADVANCED NEGOTIATION WORKSHOP

**2** COMMUNITY MEETINGS

**1** TRAINING OF FACILITATORS

**3** SIMULATIONS

**2** COMMUNITY OF CARE (PMP, RETREAT)

### The CCHN MENA community

**509** NEW MEMBERS

**19** PEER WORKSHOPS

**5** SELF-HOSTED WORKSHOPS

**1** THEMATIC SESSIONS

**1** ADVANCED NEGOTIATION WORKSHOPS

**5** COMMUNITY MEETINGS

**2** WORKSHOP FOR SENIOR MANAGERS  
(EXECUTIVE PROGRAMME)

**2** TRAINING OF FACILITATORS

### The CCHN Latin American and Caribbean community

**229** NEW MEMBERS

**9** PEER WORKSHOPS

**8** COMMUNITY MEETINGS

**3** TRAINING OF FACILITATORS

**3** SIMULATIONS

**3** COMMUNITY OF CARE (PMP, RETREAT)

**1** NEGOTIATION LAB



### The CCHN Asian community

**295** NEW MEMBERS

**13** PEER WORKSHOPS

**2** SELF-HOSTED WORKSHOPS

**5** THEMATIC SESSIONS

**1** ADVANCED NEGOTIATION WORKSHOP

**3** COMMUNITY MEETINGS

**1** TRAINING OF FACILITATORS

**2** SIMULATIONS

### The CCHN African community

**755** NEW MEMBERS

**16** PEER WORKSHOPS

**9** SELF-HOSTED WORKSHOPS

**2** THEMATIC SESSIONS

**3** ADVANCED NEGOTIATION WORKSHOPS

**5** COMMUNITY MEETINGS

**1** WORKSHOP FOR SENIOR MANAGERS  
(EXECUTIVE PROGRAMME)

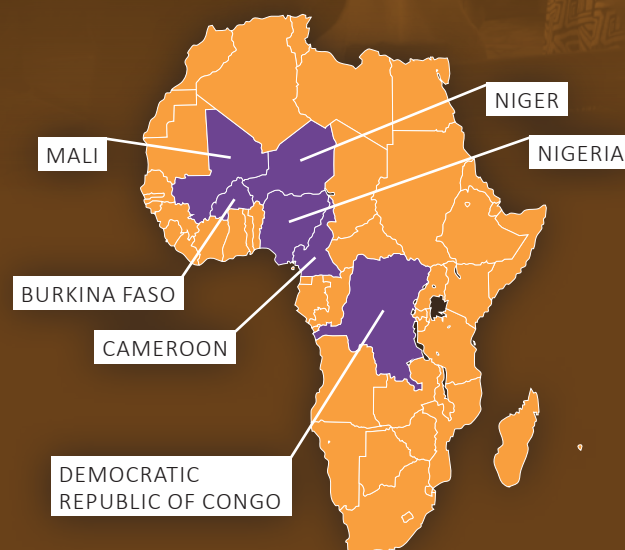
**2** TRAINING OF FACILITATORS

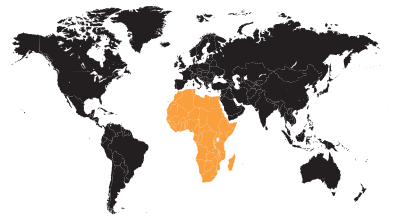
"

**WHEN I BECAME  
PART OF THE CCHN  
COMMUNITY,  
I REALISED HOW  
IMPORTANT IT IS FOR  
HUMANITARIANS  
TO HAVE A SHARED  
APPROACH, DESPITE  
OUR DIFFERENT  
ORGANISATIONS  
OR ORIGINS.**

— Moussa Dicko, Humanitarian Access  
Adviser at the World Food Programme

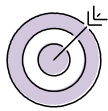
Most African community  
members are based in





## The CCHN community across regions: Africa

Priority focus areas in the region include



NEGOTIATING WITH NON-STATE ARMED GROUPS, ASSERTIVE AUTHORITIES AND THE MILITARY, COUNTER TERRORISM LEGISLATIONS, AND NEGOTIATING WITH COMMUNITIES

Requests from individuals and organisations for CCHN workshops and services in 2022 significantly increased across the African continent, owing to the new and protracted humanitarian crises as well as word-of-mouth recommendations.

The CCHN escalated its offer both onsite and online in Central Sahel, the Lake Chad basin, the Horn of Africa and Mozambique; Francophone Africa witnessed the most significant increase in the number and engagement of CCHN community members. In total, the CCHN's workshops spanned 12 countries across the continent. Among the priority focus areas were negotiations with non-state armed groups, assertive authorities and the military, counter terrorism legislations, and negotiating with communities.

### A proactive and motivated community of practice

CCHN facilitators in Africa independently organised 8 in-person workshops in hard-to-reach areas of Burkina Faso, the Democratic Republic of the Congo and Niger demonstrating the increasing motivation and empowerment of the community in the region.



Participants in a workshop on negotiation in Maputo, Mozambique. Photo: CCHN

- The CCHN embarked on field research in the **Sahel region** and in the **Lake Chad basin**, aiming to better understand the challenges perceived by humanitarian professionals and adapt its learning offer to the needs. Based on the findings, a fictitious case study was created to be used during negotiation workshops.
- In the **Sahel region**, the CCHN hosted negotiation workshops and trained facilitators in **Burkina Faso, Mali and Niger**. CCHN community members independently organised four additional negotiation workshops in these countries with the support of different humanitarian organisations.
- The CCHN delivered workshops on negotiation and trained new facilitators in the **Lake Chad basin** region, with a focus on **Cameroon, the Central African Republic and Nigeria**. It also provided advisory services to humanitarian organisations working in the region.
- The **Great Lakes region** saw high peaks of instability and violence due to fragile governments and the departure of the UN peacekeeping mission. Following requests from the UN World Food Programme, the CCHN delivered a workshop in the **Democratic Republic of the Congo**. Four additional workshops were independently organised by community members supported by the UN Office for the Coordination of Humanitarian Affairs.
- To support humanitarians working in the **Horn of Africa**, the CCHN organised a package of events that included first and advanced-level workshops on negotiation, a Training of Facilitators and an Executive Programme workshop reserved for senior managers in **Kenya**.
- For the very first time, the CCHN offered its services in **Mozambique** where it led a workshop on humanitarian negotiation and started building a community of humanitarians working in **southern Africa**.
- The CCHN continued to collaborate with various agencies in delivering activities across the region. Workshops were co-organised with the International Committee of the Red Cross, Médecins Sans Frontières, the UN High Commissioner for Refugees and the UN World Food Programme. Additional collaboration involved the International Council of Voluntary Agencies (ICVA), the International Rescue Committee, and the UN Office for Coordination of Humanitarian Affairs (UNOCHA).

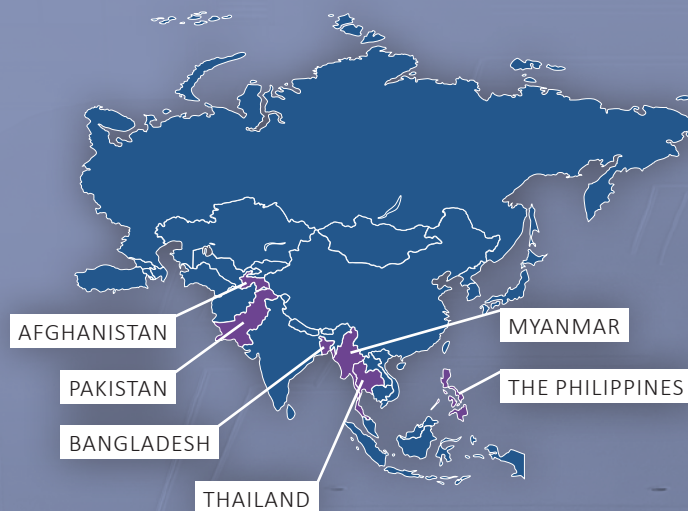




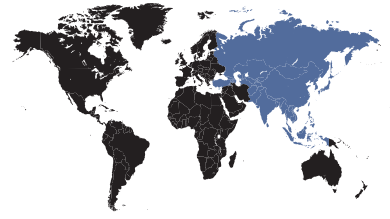
**NEGOTIATION  
IS NOT A ONE-  
MAN SHOW;  
ALL TEAM  
MEMBERS NEED  
TO CONTRIBUTE  
TO THE PROCESS.**

— Fikri Pido, Program Officer for Global  
Affairs at the International Committee of  
the Red Cross

Most Asian community  
members are based in

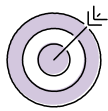






## The CCHN community across regions: Asia

Priority focus areas in the region include



NEGOTIATING WITH DE-FACTO AUTHORITIES, NEGOTIATING IN THE CONTEXT OF DISASTERS, AND NEGOTIATING PROTECTION OUTCOMES.

Emerging from the heavy restrictions due to Covid-19, which limited operations to life-saving essentials, humanitarian needs continued to grow in acute crises. The rise to power of de-facto authorities in Afghanistan and Myanmar made humanitarian access extremely challenging.

Sudden-onset disasters, such as the Pakistan floods which saw 7 million people displaced, created a deeper involvement of many CCHN community members who gathered to exchange practices and support each other. The CCHN community in Asia voiced a strong demand for addressing the tightening of laws directed at humanitarians, the divergence between senior and field-based professionals, and a lack of collaboration in negotiation processes between all humanitarian stakeholders.

- In **Afghanistan**, the CCHN supported the organisation of two community-led workshops in Herat and Kandahar, hosted by the International Organization for Migration. Community members participated in informal exchanges hosted by the World Food Programme and Catholic Relief Services in Herat. The CCHN hosted one online Peer Workshop and two sessions on the topic of protection negotiations with partners at the Norwegian Refugee Council. Monthly exchanges took place online.



IOM Afghanistan  
@IOMAfghanistan

This week we organized w/[@frontline\\_nego](#) the 1st Humanitarian Access and Negotiation Workshop in **Kandahar**

Participants learned about [#humanitarian](#) negotiation tools and exchanged valuable experiences from their engagement with multiple stakeholders to reach affected populations



- In **Myanmar**, the divisive political situation creates little opportunities for formal negotiations, while opposition political groups and community leaders imposed severe constraints to the work of humanitarian agencies. The CCHN supported humanitarians through workshops and exchanges and collaborated with other organisations to identify opportunities for informal access negotiations. A Peer Workshop and an advanced negotiation workshop on protection negotiations were hosted in Bangkok for Myanmar-based humanitarians, with more activities held online upon local members' requests.
- Humanitarian negotiations in **Bangladesh** remained centred on Cox's Bazar, where tensions are increasing between international and Bangladeshi authorities due to the imminent return of refugees to Myanmar. While 1.2 million displaced people remain in the camps, the CCHN hosted Peer Workshops in Bangla language, both online and in person, as well as thematic sessions with local "Camp in Charge" officers. The CCHN community in Bangladesh continued to have informal periodic exchanges.



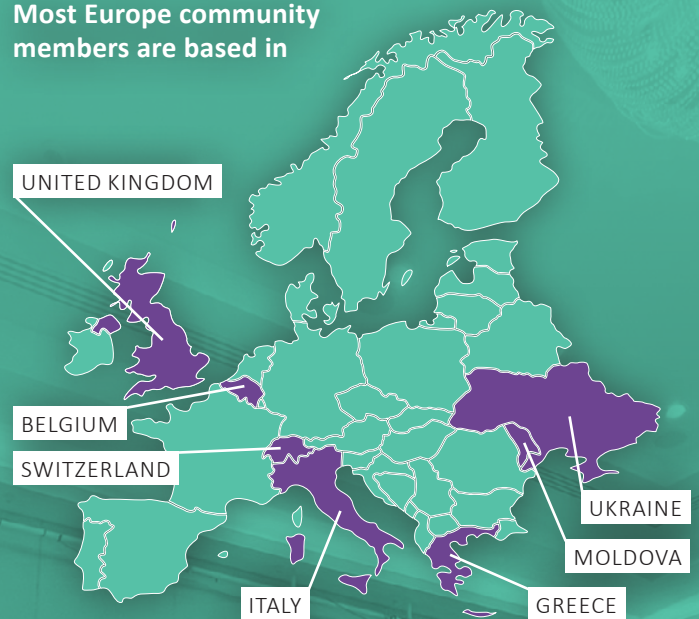
Participants in a Peer Workshop on negotiation in Cox's Bazar, Bangladesh. Photo: CCHN

"

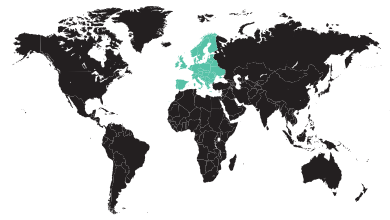
OFTEN, WHEN WE THINK ABOUT NEGOTIATION WHAT COMES TO MIND IS 'COMPETITION.' HOWEVER, IF ORGANISATIONS APPROACH THEIR NEGOTIATION PROCESSES STRATEGICALLY, THE CHANCES TO FIND COMMON GROUND INCREASE. THIS IS EXACTLY WHAT THE CCHN OFFERS: TOOLS THAT ARE READY TO USE AND THAT ARE BUILT ON A GREAT UNDERSTANDING OF WHAT IT MEANS TO OPERATE IN AN EMERGENCY.

— Aśka Warchał-Beneschi, Women's Rights  
Ukraine Crisis Response, Poland Team Lead  
at VOICE Amplified

Most Europe community members are based in

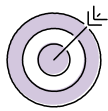






## The CCHN community across regions: Europe

Priority focus areas in the region include



NEGOTIATING PROTECTION OUTCOMES, NEGOTIATING IN MIGRATION CONTEXTS AND COUNTERING MISINFORMATION.

The conflict in Ukraine constituted a priority focus for the CCHN Europe team in 2022. The humanitarian situation remained serious, with continued hostilities, airstrikes and shelling causing high number of civilians fatalities and displacement influxes; concerns relating to access to controlled areas and to detention facilities shifted the operational focus to negotiating protection outcomes with the local authorities.

As neighbouring countries (mainly Hungary, Moldova, Poland and Slovakia) welcomed some 8 million fleeing Ukrainians, the CCHN supported humanitarians who are negotiating to provide refugees with assistance and protection. Other priority areas included migration flows in the Balkans and the Caucasus, support to the families of missing people, and countering the spread of false information in humanitarian contexts.

- In early 2022, when the Ukrainian conflict intensified, the CCHN team reacted promptly by organising three webinars to provide professionals working in **Ukraine and its neighbouring countries** with practices and lessons learned, including for the negotiation of humanitarian corridors; more than 300 participants joined these

online events. Throughout the year, the CCHN delivered targeted workshops both online and in person and partnered with the International Organization for Migration in Moldova and Ukraine, receiving significant support for its work in the region. The CCHN also embarked on a Listening Tour and conducted interviews with local humanitarian professionals to deepen the understanding of their operational challenges.

- The CCHN continued its ongoing activities along the migration route linking **Greece** to the **Balkan region**, where it conducted operational research in collaboration with Harvard University (USA) to better understand humanitarian needs and support the local community of practice. This thematic work will continue in 2023.
- The CCHN nurtured its relationships with humanitarian agencies and networks working **across Europe**. In May, the CCHN was invited to the annual gathering of the Platform for European Red Cross Cooperation on Refugees, Asylum-seekers and Migrants (PERCO) taking place in Altdorf, Switzerland, during which the CCHN provided a briefing on its activities related to migration. The collaboration with the Red Cross and Red Crescent Movement continued throughout the year: in December, the Belgium Red Cross invited the CCHN to deliver a negotiation workshop in Brussels, which took place in a local refugee shelter. A new project in collaboration with the Central Tracing Agency of the International Committee of the Red Cross prompted plans to organise both a Listening Tour with families of missing people and a tailored Peer Workshop in 2023.

*Due to unexpected circumstances, a CCHN workshop planned in Brussels in December 2022 was moved to a refugee shelter managed by the Belgium Red Cross. Participants (portrayed here in the workshop venue, a container) provided very positive feedback. Photo: CCHN.*




Camille  
Humanitarian

At the **Croix-Rouge de Belgique** we were very keen on having the expertise of the **Centre of Competence on Humanitarian Negotiation (CCHN)** on humanitarian negotiations. So last week we had the pleasure to receive them in one of our reception center.

We were very impressed by the preparation the facilitators had done to organize this workshop and understand our context and the work from our national society and adapt their play roles, exercises and examples to our context. We really appreciated the methodology and the fact that we were actors of our own workshop.





**SOMETHING I LEARNED  
AT THE CCHN IS  
THAT EVERY GOOD  
NEGOTIATION INVOLVES  
SOME COMPROMISE.  
HUMANITARIAN  
NEGOTIATIONS AREN'T  
ABOUT CONVINCING  
OR CHANGING YOUR  
INTERLOCUTOR. THEY ARE  
ABOUT BUILDING BRIDGES.  
THIS WAY, WE CAN REACH  
A SUSTAINABLE AGREEMENT  
ON THE LONG TERM.**

— Thomas Ribeiro, Cooperation Advisor at the  
International Committee of the Red Cross

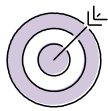
Most Latin America and the Caribbean  
community members are based in







**Priority  
focus  
areas in  
the region  
include**



NEGOTIATING  
WITH GANGS,  
NEGOTIATING  
IN MIGRATION  
CONTEXTS AND  
NEGOTIATING  
PROTECTION  
OUTCOMES

*A collage made by Elvis Posada, one of the CCHN's facilitators who initiated the Art and Negotiation project. "Every time I contribute to a humanitarian negotiation, I feel energy run through my body and think of those people who I may never meet but who are waiting for a hand to be extended to them", explained Elvis.*

## The CCHN community across regions: Latin America and the Caribbean

Following the recommendations of community members, in 2022 the CCHN particularly focused its work on Central America, Haiti and Venezuela. The community continued expanding in these countries as well as in less-represented ones, including Guadalupe, Guyana, Suriname and Trinidad and Tobago. Activities in the region were conducted in English, French, Portuguese and Spanish.

- In **Haiti**, where long-lasting political and social tensions were aggravated by two earthquakes in 2010 and 2021, the CCHN focused on supporting negotiation efforts with gangs. At the request of the UN World Food Programme, a very first Peer Workshop was organised in the country. It generated quite some engagement among local members, who then actively participated in Trainings of Facilitators, thematic and informal exchanges, and the CCHN World Summit.
- A Listening Tour conducted across **Central America** focused on understanding the challenges perceived while negotiating with gangs. Having to constantly rebuild relationships with changing interlocutors, trying to understand local power dynamics, or dealing with 'invisible' actors who wield influence from prisons or foreign countries were some of the difficulties mentioned by humanitarians working in the region. The in-



depth interviews saw the participation of community members from Colombia, El Salvador, Guatemala, Honduras and Mexico. The CCHN community then shared their experiences during the 2022 CCHN World Summit, in a session which covered some of the negotiation strategies and practices they used as part of their work, such as establishing a strong presence within communities affected by gang violence and coordinating a humanitarian response with other organisations working in the same country.

- Based on this learning, new thematic content and workshops will be planned for 2023. In the spirit of strengthening the capacity of Red Cross National Societies, the CCHN held briefing sessions with senior managers from the region, in both English and Spanish. Joint Peer Workshops were organised in collaboration with the Norwegian Refugee Council in **Colombia** and with HIAS in **Venezuela**. In Colombia, the CCHN also supported Geneva Call and other agencies in their successful efforts to advocate for a new law allowing humanitarian negotiations to have direct contact with local armed groups.
- The CCHN expanded its activities in **Brazil** by translating negotiation tools and other content into Portuguese, with the support of community members. This initiative is also facilitating access to CCHN materials in Mozambique.

### What links negotiation, pressure management and art?

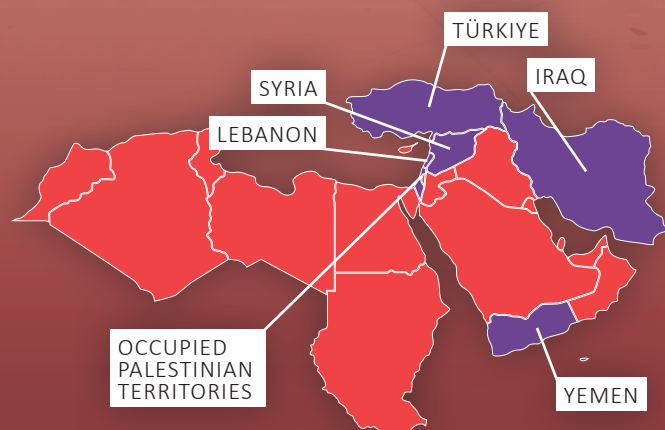
The Latin American and Caribbean community is particularly interested in the CCHN's activities around the mental health of negotiators and pressure management. In 2022, a group of committed members independently organised a series of four workshops focusing on relieving the pressure of high-stake negotiations and expressing emotions through art. The artwork created during these workshops, as well as during the CCHN's first-ever mental health retreat in Colombia, were then presented as part of an online exhibition which can be found on the CCHN's website ([bit.ly/CCHN-art-negotiation](https://bit.ly/CCHN-art-negotiation)).

"

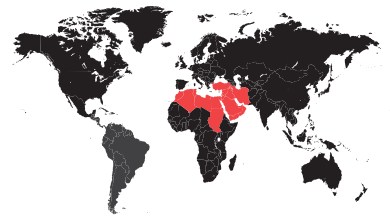
**IT'S EXTREMELY IMPORTANT TO PROPERLY PREPARE FOR HUMANITARIAN NEGOTIATIONS. YOU HAVE TO BE CLEAR ABOUT WHO THE COUNTERPART IS, YOUR OWN OBJECTIVES AND YOUR RED LINES. THE CCHN PROVIDES A FRAMEWORK OF TOOLS TO PROPERLY CHANNEL AND FRAME HUMANITARIAN NEGOTIATIONS AND I FIND THIS EXTREMELY VALUABLE.**

— Adnan Baghajati, Programme Officer (Access) at the International Organization for Migration

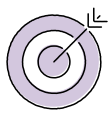
Most Middle East and North Africa community members are based in







Priority  
focus  
areas in  
the region  
include



NEGOTIATING  
WITH  
COMMUNITIES,  
NEGOTIATING  
DURABLE  
SOLUTIONS  
AND LOCAL  
RECONCILIATION  
AND MEDIATION  
PRACTICES

## The CCHN community across regions: Middle East and North Africa (MENA)

Lebanon, the Occupied Palestinian Territories, Syria, and Yemen remained priority contexts for the CCHN due to the complexity of humanitarian crises, the active conflicts, the difficulty in negotiating protection outcomes, and the obstacles in building trust with some counterparts.

Efforts to empower the community of practice in the region proved successful: local CCHN facilitators organised five events with minimal support from CCHN staff, an indication of their advanced facilitation skills and ability to plan and deliver workshops independently.

### A year of partnership and collaboration

Throughout 2022, most activities in the Middle East and North Africa region were implemented under the auspices of major humanitarian agencies (the International Committee of the Red Cross and members of the Red Crescent movement, the International Organization for Migration, the World Food Programme, the UN Office for the Coordination of Humanitarian Affairs), reflecting the trust which agencies have placed in the CCHN methodology and the positive relationships created with these humanitarian actors.



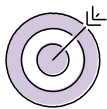
*In October 2022, the CCHN organised a negotiation workshop in collaboration with the Qatari Red Crescent Society and the ICRC office in Qatar. Photo: ICRC.*

- The CCHN delivered two workshops on humanitarian negotiation for security staff in **Syria** and in **Lebanon** in partnership with the International Organization for Migration and the World Food Programme. CCHN facilitators managed to deliver, for the first time, four in-person workshops in north-west Syria. Two more workshops in Lebanon were co-hosted with the UN Office for the Coordination of Humanitarian Affairs (UNOCHA); additional joint activities are planned for 2023.
- The CCHN worked closely with members of the Red Cross and Red Crescent Movement. In addition to co-hosting workshops with the Qatari Red Crescent (**Qatar**) and the ICRC sub-delegations in Gaza and the West Bank (**Occupied Palestinian Territories**), the CCHN and the ICRC mission in Dubai (**United Arab Emirates**) organised a module on negotiation during a training on International Humanitarian Law. In **Algeria**, the local ICRC delegation hosted a CCHN negotiation workshop for diplomats; for the very first time, the CCHN organised a workshop on negotiating with communities for the Iranian Red Crescent in **Tehran, Iran**.
- A Listening Tour among humanitarian professionals working in **Libya** revealed the operational complexities in the country—and especially the challenge of negotiating protection principles for extremely vulnerable groups such as migrants in detention facilities. A Peer Workshop and a thematic session based on these findings are planned for 2023.
- A collaboration with Sultan Qaboos University in **Oman** allowed the CCHN to expand its research on local reconciliation and mediation practices, to be applied in the context of the conflict in **Yemen**. In October, the CCHN organised an online session with interested community members from Afghanistan and Yemen to compare how negotiation compromises are reached in the two contexts.
- The year was wrapped up with an Advanced Negotiation Workshop and one session aimed at senior managers delivered in collaboration with the International Organization for Migration in **Turkey**.





### Our focus area for 2022 included



- ✓ PROTECTION NEGOTIATIONS
- ✓ NEGOTIATING HEALTH CARE IN CRISES
- ✓ LEGITIMACY, DIVERSITY AND GENDER IN HUMANITARIAN NEGOTIATIONS
- ✓ OPERATIONAL COMMUNICATION AND MIS-/DIS-INFORMATION
- ✓ MIXED MIGRATION
- ✓ NEGOTIATING WITH GANGS
- ✓ INTERPRETING IN HUMANITARIAN NEGOTIATIONS
- ✓ PRESSURE MANAGEMENT, MENTORING AND COMMUNITY OF CARE

## THE CCHN COMMUNITY ACROSS KEY THEMATIC AREAS

The following areas, which have been identified as priorities by the members of the CCHN community of practice and CCHN partners, constituted the CCHN's thematic focus for 2022.

### Protection negotiations

Negotiations around protection continue to be a priority for humanitarians across the globe. At the beginning of 2022, the CCHN carried out a Listening Tour in Asia: 22 practitioners were interviewed as to the challenges they face and the best practices they put in place when negotiating protection outcomes for civilians.

*A global Listening Tour and informal discussions were then held with over 45 participants to further expand this learning. Based on the findings, the CCHN developed thematic sessions and content for its workshops.*

The CCHN supported UNHCR in organising a webinar on protection. It also initiated a formal collaboration with the UNHCR Protection Unit, developing content for three thematic workshops to be delivered in Asia and Africa in 2023. In addition, the CCHN was selected to join the Strategic Advisory Group of the Global Protection Cluster.

### Negotiating health care in crises

Since 2021, CCHN community members have identified the need to discuss their experience negotiating health care in crises. To better understand their negotiation challenges, the CCHN interviewed a select group of humanitarians involved in health care projects. That same year, the CCHN delivered its first Peer Workshop aimed at healthcare personnel and humanitarian workers involved in health care projects.

Throughout 2022, the CCHN carried on this work and delivered four Peer Workshops on the topic. It organised various thematic sessions on the application of the “de-escalation protocol” (a technique used to ease tensions during heated negotiations) in the context of healthcare and continued working with a thematic group composed of motivated members of the CCHN community, who have been active since 2021 and are currently working on the development of new negotiation tools and learning modules. Seeing the positive impact on their staff, the CCHN has already received several requests from different organisations to organise more events on the topic in 2024.

In addition, the CCHN supported Médecins Sans Frontières Holland in integrating the CCHN methodology in their own Learning and Development curriculum and organised tailored workshops hosted by Médecins Sans Frontières Belgium, including in West and Central Africa.

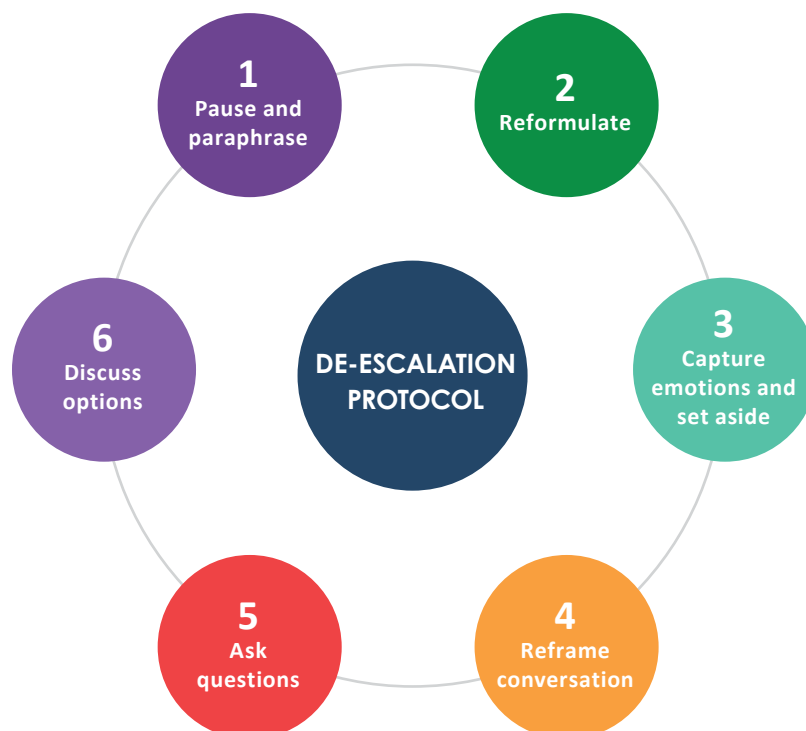
During the second half of the year, the CCHN carried out a Listening Tour interviewing 45 humanitarian workers in the health sector on their specific challenges and learning needs. Frontline staff responsible for implementing health projects shared the need to further develop their negotiation and pressure management skills, especially when dealing with life-and-death decisions and emotional counterparts. Health personnel also expressed the need for tools to help them prepare negotiations with increasingly assertive health authorities. The report with the results of this research will be published in March 2023.

### Legitimacy, diversity and gender in humanitarian negotiations

Since 2018, the CCHN has conducted research to better understand how humanitarian negotiators' identity and personality influence the relationship with their counterpart and, ultimately, the result of their negotiation. In 2022, the CCHN carried out a series of interviews with humanitarian negotiators. The findings showed that the success of a negotiation was not linked to a particular identity trait, such as nationality, ethnicity or gender. Rather, positive negotiation outcomes depended on the selection of the best person to lead the negotiation and connect with the interlocutor. In other words, having diverse negotiation teams is the best strategy to serve people in need. The learnings of these interviews were published as an interactive collection of short stories.

A thematic group was created with motivated members of the CCHN community, who have been working on developing a tool to better understand how identity may influence a counterpart's perception. In the framework of this thematic group, the CCHN organised five webinars on the topic of legitimacy, diversity and gender in humanitarian negotiations, which were attended by more than 100 community members.

Following a series of discussions during the World Summit, the CCHN began piloting a programme that aims at supporting young professionals from underrepresented groups to advance their careers in humanitarian organisations and become part of frontline negotiation teams. Background research on this project commenced in 2022; the first workshop will be launched in 2023.



### De-escalation protocol

*The CCHN organised several sessions on how to “de-escalate” tensions during heated negotiations in the context of healthcare operations. The technique was developed by ADN Group, a Paris-based agency of professional negotiators.*

## LEGITIMACY AND DIVERSITY IN NEGOTIATIONS: A COLLECTION OF STORIES

PART OF MY IDENTITY MADE SOME NEGOTIATIONS EASIER. IF I COULD, I ALWAYS OPTED TO GO TO THE MIDDLE EAST, BECAUSE I ASSOCIATE MYSELF MORE EASILY WITH IT. IN IRAQ, THEY TOLD ME: 'WE CAN WORK WITH YOU. WE DON'T UNDERSTAND ALL THESE OTHERS WHO SAY THEY ARE ATHEIST'.

WHEN I KNOW MY GENDER IS GOING TO BE A HINDRANCE IN A NEGOTIATION, I TRY TO LOOK A LITTLE OLDER, I CARRY MYSELF AND SPEAK IN A CERTAIN WAY, I DEEPEN MY VOICE. I AM VERY CAREFUL ABOUT THE WAY I ADDRESS PEOPLE AND I USE WORDS THAT ARE USED BY OLDER PEOPLE, THAT ARE VERY TRADITIONAL.

I WORKED IN MYANMAR. THE FACT THAT I AM ASIAN WAS REALLY AN ADVANTAGE. I WAS TOLD VERY DIRECTLY BY MY COUNTERPART: 'SINCE WE HAVE YOU HERE NOW, WE KNOW WE'RE GOING TO UNDERSTAND EACH OTHER.'

Read more member stories at  
[bit.ly/CCHN-legitimacy-diversity](https://bit.ly/CCHN-legitimacy-diversity)





### A glossary

MISINFORMATION IS DEFINED AS THE SPREAD OF INFORMATION THAT IS MISLEADING, ALTHOUGH THE SOURCE HAS NO PROPER INTENT TO HARM.

WHEN INFORMATION SHARED IS FALSE AND THE SOURCE IS DELIBERATELY ATTEMPTING TO MANIPULATE FACTS, WE SPEAK ABOUT DISINFORMATION.

### Operational communication and mis-/dis-information

Responding to increasing concerns within the humanitarian sector, in 2022 the CCHN began exploring the impact of mis- and disinformation in humanitarian contexts and the role of operational communication professionals in a negotiation process. The CCHN carried out a Listening Tour and organised focus group discussions with eight humanitarian practitioners; based on this research, the CCHN piloted a workshop aimed for communication professionals, which will be rolled-out on a larger scale in 2023.

In addition, the CCHN developed negotiation tools that help addressing mis- and disinformation among communities; held expert sessions on the topic; and initiated a thematic group including members of the community of practice and representatives of communication departments from different humanitarian organisations. Throughout the year, the group has been exchanging about existing tools to monitor and manage the spread of false information in humanitarian contexts. In 2023, it will continue exploring innovative solutions to counter the phenomenon and produce additional tools supporting the community of practice.

### Mixed migration

CCHN community members working with displaced persons, migrants, refugees, and asylum seekers have long been voicing the need for specialised negotiation tools as well as a safe space to exchange on best practices and challenges. In 2022, the CCHN developed an applied humanitarian negotiation workshop in the context of migration at the Balkan and Greek borders, which was delivered in Athens and Sarajevo. The CCHN subsequently embarked on a Listening Tour in Poland and Moldova, focusing on the refugee crisis as a result of the Ukraine conflict and conducting 40 interviews with humanitarian professionals. The CCHN created a negotiation simulation as well as a case study based on this learning, which will be presented to community members in Poland and Moldova.

It also initiated a collaboration with Harvard University (USA) to conduct research on humanitarian negotiations in the context of migration. The CCHN was invited by the ICRC and the Belgium Red Cross to facilitate a tailored workshop for the Red Cross movement in Brussels.



Participants in a Peer Workshop on negotiation in Sarajevo, Bosnia and Herzegovina. Photo: CCHN.



In May, the CCHN was invited to the annual gathering of the Platform for European Red Cross Cooperation on Refugees, Asylum-seekers and Migrants in Altdorf, Switzerland. The CCHN provided a briefing on activities relating to migration. Photo: CCHN





### **Interpreting in humanitarian negotiations: a guide for humanitarian negotiators and interpreters**

*The guide provides practical advice for humanitarian negotiators and interpreters on how to best work together. The advice presented in this guide is the result of interviews conducted by the CCHN with humanitarian experts, experiences shared by members of the CCHN, and the collaboration with Prof. Lucía Ruiz Rosendo from the Interpreting Department at the University of Geneva.*

### **Negotiating with gangs**

Large cities, especially in Latin America, are witnessing an increase in conflict and violence due to the presence of gangs and drug cartels. Many humanitarian agencies are seeking ways to engage in humanitarian negotiations with these groups, despite the legal, political and security constraints limiting access.

In 2022, the CCHN conducted 40 interviews with humanitarian practitioners in Latin America on their challenges, dilemmas and practices when negotiating with gangs. Constantly having to rebuild relationships with changing interlocutors, being aware of local power dynamics or dealing with 'invisible' actors who wield influence from prisons or foreign countries were some of the difficulties mentioned by practitioners. The findings of this research were presented and further discussed with community members during the World Summit in November. This evidence will support the development of negotiation tools to design better negotiation strategies for humanitarian professionals over the course of 2023.

### **Interpreting in humanitarian negotiations**

Since 2021, the CCHN has been researching the challenges experienced by humanitarian professionals when negotiating with the help of interpreters. The task of interpreting in a negotiation process is most frequently taken up by colleagues who speak the local language but have not been formally trained; on the other hand, humanitarians are often unaware of how to best collaborate with professional interpreters.

To respond to these challenges, between 2021 and 2022 the CCHN delivered three Peer Workshops and one thematic session for humanitarian interpreters in collaboration with the Faculty of Interpretation and Translation at the University of Geneva (Switzerland). The CCHN also created a thematic group with experienced members of the community. The group has since developed concrete guidelines for a better collaboration between negotiators and interpreters, as well as the curriculum for a series of thematic workshops to be delivered in 2023.

### **Pressure management, mentoring and "Community of Care" activities**

Humanitarian negotiators are exposed to extremely stressful situations, yet their physical and mental wellbeing and their ability to manage pressure during high-stake negotiations is key to guarantee security and access to affected people. To support humanitarian professionals facing these challenges, in 2022 the CCHN delivered eight pressure management workshops as well as 18 sessions on pressure management or self-care. A week-long retreat held in Villa de Leyva (Colombia) provided frontline negotiators with practical tools and methods to develop pressure management skills, but also to facilitate similar sessions autonomously for their colleagues.

The CCHN continues to offer a mentoring programme linking experienced negotiators with humanitarian professionals seeking guidance and advice, supporting them in their reflections on negotiation tools and strategies. The mentors' database counts almost 70 humanitarian professionals motivated to support colleagues; in 2022, the CCHN delivered three workshops to onboard new mentors.



*A week-long retreat organised in October in Colombia provided frontline negotiators with methods to better manage pressure in high-stake negotiations. Photo: CCHN*



BY PARTICIPATING IN A “TRAINING OF FACILITATORS”, CCHN COMMUNITY MEMBERS GAIN THE NECESSARY SKILLS TO SHARE THEIR KNOWLEDGE OF NEGOTIATION TOOLS WITH OTHER HUMANITARIAN PROFESSIONALS AND SUPPORT THEM IN THEIR LEARNING.

## TRAINING CCHN FACILITATORS

Throughout the year, the CCHN delivered 15 Trainings of Facilitators (nine of which took place online and six in person), onboarding a total of 184 new community facilitators from around the world. This brought the total number of CCHN facilitators to 722.

During 2022, CCHN-trained facilitators independently hosted 16 Peer Workshops in hard-to-reach areas that the CCHN is unable to access. These community-led workshops provided frontline workers in deep field locations (including northwest Syria, remote areas in the Democratic Republic of the Congo, and Afghanistan) with opportunities to learn and exchange around the topic of access negotiations. Based on these positive experiences, additional workshops will be organised in 2023 to train “host facilitators”.

During the month of May, the CCHN gathered some of its most active facilitators in Geneva for the very first Facilitators Annual Meeting. On this occasion, 25 community members from 22 countries got together to exchange on advanced facilitation techniques, experiential learning models and training design. They received support in the development of personal facilitation projects—many of which consisted in training colleagues on the use of CCHN negotiation tools.



Ádria  
Junior Consultant

Feeling a mixture of nostalgia, affection and contentment, I am constantly reminded by this feeling of immense gratitude for the week spent at the CCHN Facilitator’s Annual Meeting which, in addition to the content carefully prepared to enhance our abilities, made us feel an intrinsic part of a broader community. As we learned about storytelling, memory and awareness at the FAM, we may probably remember the content, but we will certainly have memorized our colleague’s laughs, jokes, smiles and stories; or even the way they made us feel inspired and belonging.

With this feeling of togetherness for a common purpose, we begin a new phase for the CCHN Community, in which we become, as facilitators, gratefully part of a frontline knowledge facilitation movement for experienced practitioners. Our role? Many, but mainly, community keepers, as we will care for our collective improvement and the strengthening of our capabilities on a range of frontlines. For this community movement phenomenon to achieve its best results we need to work together with each humanitarian professional practitioner of frontline humanitarian negotiations.

Throughout the rest of the year, the participants’ commitment towards strengthening the CCHN community of practice became evident in their increased involvement and motivation to facilitate Peer Workshops and other CCHN activities, including through community-led events.



*The Facilitators Annual Meeting, held in Geneva in May 2022, was an opportunity for community members to exchange best practices and develop advanced facilitation skills. Photo: CCHN*

## SUPPORT TO PARTNER AGENCIES AND OTHER ORGANISATIONS

The CCHN supported partner agencies in expanding their negotiation capacity by providing them with learning content, training, and specific learning programmes. On top of the many projects already mentioned in earlier paragraphs across different thematic areas and regions, the CCHN also collaborated with major agencies to implement the following activities.



### International Committee of the Red Cross

The CCHN offered tailored negotiation workshops to the ICRC sub-delegations in Gaza and the West Bank, the delegation in Mozambique, the Cooperation division, and the Asia Protection unit. It also supported the delegations or missions in Algeria, Iran, Oman, Saudi Arabia and the United Arab Emirates, where it organised a negotiation workshop for diplomats.

The CCHN worked with the Protection, Security and Crisis Management Support, Health Care and Cooperation units to develop learning curricula around humanitarian negotiation. A collaboration was initiated with the Central Tracing Agency bureau on developing negotiation workshops which will be rolled-out in 2023. Additional support was given to the Learning and Development division to integrate negotiation competences in the ICRC's Staff Integration program. An offer of services was agreed upon with the Movement Cooperation unit.

ICRC STAFF'S INVOLVEMENT  
IN THE CCHN

221

COMPLETED FIRST AND ADVANCED  
NEGOTIATION WORKSHOPS

13

BECAME  
FACILITATORS



### Médecins Sans Frontières

The CCHN facilitated sessions on negotiation processes and tools and supported the agency in integrating CCHN methodology in some of their learning packages for field staff. The CCHN collaborated with MSF Holland, delivering a workshop and supporting the integration of CCHN methodology in their Learning and Development curriculum. It also organised a tailored workshop hosted by MSF Belgium and the Operational Directorate in West and Central Africa.

MSF STAFF'S INVOLVEMENT  
IN THE CCHN

112

COMPLETED FIRST AND ADVANCED  
NEGOTIATION WORKSHOPS

5

BECAME  
FACILITATORS



### UN High Commissioner for Refugees

The CCHN supported UNHCR in organising a staff webinar on the topic of protection and initiated a formal collaboration with the Protection unit to develop content for three workshops on the same topic, which will be delivered in Asia and Africa in 2023. During UNHCR's Inter-Agency Coordination Course and Emergency Roster Workshops held in Hungary, the CCHN delivered several sessions focused on humanitarian negotiation to support UNHCR coordinators in their day-to-day work. In addition, the CCHN was selected to join the Strategic Advisory Group of the Global Protection Cluster.

UNHCR STAFF'S INVOLVEMENT  
IN THE CCHN

98

COMPLETED FIRST AND ADVANCED  
NEGOTIATION WORKSHOPS

6

BECAME  
FACILITATORS



### UN World Food Programme

The CCHN delivered two humanitarian negotiation workshops tailored to WFP staff in the Democratic Republic of the Congo and Lebanon. The CCHN brought in the expertise of professional negotiators from the Paris-based Agence des Négociateurs (ADN) to improve training content and experience. A Peer Workshop was organised upon request for staff in Haiti.

WFP STAFF'S INVOLVEMENT  
IN THE CCHN

109

COMPLETED FIRST AND ADVANCED  
NEGOTIATION WORKSHOPS

5

BECAME  
FACILITATORS



**Rajaa**  
ICRC delegate

It was an amazing experience this week facilitating an onsite peer workshop on humanitarian negotiation in my home country Lebanon. The workshop aimed to introduce tools to help the humanitarian professionals to plan and prepare for humanitarian negotiations in a systematic manner, and to navigate their own negotiation challenges.

**Centre of Competence on Humanitarian Negotiation (CCHN)**

### Other agencies



#### **UN Office for the Coordination of Humanitarian Affairs**

The CCHN received support from UN OCHA to host two inter-agency negotiation workshops in Beirut, Lebanon and five community-led workshops in hard-to-reach areas of Burkina Faso, the Democratic Republic of the Congo, and Niger.

The CCHN also facilitated sessions on negotiation during the Civil-Military Coordination workshops organised by UN OCHA in Alicante (Spain), Berlin (Germany) and Schwarzsee (Switzerland). These workshops were open to participants of the wider humanitarian community.



#### **International Organization for Migration**

In 2022, the CCHN worked closely with IOM to build the negotiation capacity of humanitarian frontline workers in two extremely challenging humanitarian contexts.

An experienced CCHN facilitator delivered two workshops on humanitarian negotiation in Herat and Kandahar, Afghanistan with the support of IOM.



**THE TRUTH IS THAT MOST OF US NEED TO LEARN HOW TO NEGOTIATE. THE FACT THAT YOU'RE GOOD AT DELIVERING FOOD, OR PUTTING UP SHELTERS, OR PROVIDING PSYCHOSOCIAL SUPPORT TO A REFUGEE DOESN'T MEAN THAT YOU ARE NECESSARILY A VERY GOOD NEGOTIATOR. BY LEARNING TOGETHER AND EXCHANGING APPROACHES, WE CAN LEARN SO MUCH FROM EACH OTHER.**

– Gillian Triggs, Assistant High Commissioner for Protection – UNHCR, at the CCHN World Summit

In Gaziantep, Türkiye, the CCHN organised a Training of Facilitators, an advanced negotiation workshop and a workshop for senior leaders. Newly trained facilitators then delivered four in-person workshops on negotiation in Azaz and Idleb, in northwest Syria, all sponsored by IOM.

#### **Negotiation workshops for diplomatic staff**

The CCHN facilitated a session on complex negotiations for Swiss diplomats through the Geneva Centre for Security and Policy (GCSP).

Moreover, the CCHN supported delegations of the International Committee of the Red Cross in Algeria, Oman, Saudi Arabia and the United Arab Emirates, where it organised a negotiation workshop for diplomats.





Photo: UNHCR

### The 2022 Summit in numbers



# 1,750

APPLICATIONS  
TO PARTICIPATE



# 220

ATTENDEES  
IN GENEVA



# 530

ATTENDEES  
ONLINE



# 45%

OF PARTICIPANTS  
WERE CCHN  
COMMUNITY  
MEMBERS

## THE CCHN WORLD SUMMIT 2022

Once again in 2022, the CCHN World Summit on Frontline Humanitarian Negotiation aimed to bring together policymakers, government representatives, academics and humanitarian professionals from international and non-governmental organisations to rethink humanitarian negotiations and how to effectively respond to future crises.

The 2022 edition of the Summit—which was co-sponsored by the governments of Germany and Switzerland—took place in Geneva on 1-3 November. The hybrid format, with sessions in Geneva being live streamed on an interactive platform, allowed to bring together more than 700 participants coming from 100 countries and over 300 organisations; half of the people in attendance were field practitioners connecting or flying in from some of today's most complex humanitarian contexts.

The Summit agenda was shaped by the contributions of hundreds of frontline humanitarian professionals from around the world, who shared their own challenges and dilemmas and identified key topics for discussion. Between March and October 2022, the CCHN team had indeed travelled across 25 countries and organised virtual or hybrid meetings for community members to connect, exchange, and discuss any operational issues impacting their work.

*The members had provided input on the challenges they saw lying ahead, as well as on the skills and tools they felt they would need to face them; they brought forth a collective voice from the field to guide the forthcoming work of the CCHN.*

The outcome of this co-creation process was a well-rounded agenda featuring not only thematic discussions around the community members' main topics of interest, but also practical workshops, negotiation simulations, storytelling, a private session for donor representatives, brainstorming sessions on scenario planning, networking opportunities and an exhibition. The opening session saw the participation of a diverse panel of speakers, bringing their expertise as agency leaders, grassroots practitioners or donor representatives in identifying some of the transformations that are to impact the current traditional humanitarian model.

*Among the many reflections, participants were invited to identify humanitarian trends which they are witnessing in the sector and for which we should prepare as a community of frontline negotiators; members in each world region consequently identified the collective actions they aim to take in 2023.*

Feedback from the Summit participants—both attending online and in-person—was overwhelmingly positive. According to an anonymous survey completed by 106 attendees, more than 80% found the Summit had met or exceeded their expectations. All aspects in the event design totalled an average rating of 5 out of 6 or higher, including the venue, the quality of discussions and session facilitation.

**For additional information on the outcomes of the World Summit, please see the full report available on the CCHN website ([bit.ly/cchn-summit-2022](https://bit.ly/cchn-summit-2022)).**







Participants  
came from



**100**

COUNTRIES



**300+**

ORGANISATIONS



Between March and October 2022, the CCHN team travelled across 25 countries and organised virtual meetings to learn about the challenges that community members face or see lying ahead. This input was used to shape the World Summit agenda and to guide the CCHN's work in the coming months.



The Summit opening session saw the participation of agency leaders, grassroots practitioners and donor representatives who identified some of today's transformations impacting the traditional humanitarian model. Photo: Sofia Bennett.





**Hannah**  
Humanitarian communication

Incredibly grateful for this amazing experience with the [Centre of Competence on Humanitarian Negotiation \(CCHN\)](#). The tools learned will enrich my work and my life in many ways. They are not only useful to strategize on a frontline negotiation, but in every difficult conversation we might have - sad ones, difficult ones, successful ones - to help us learn to apply the tools. For everyone who gets a chance to participate - I can only recommend it! Thanks to all organizers, facilitators and colleagues from the field. #experience #grateful #humanitarian #negotiation #communication #coaching #coachingandmentoring



# 63,500

USERS VISITED THE  
CCHN WEBSITE



# +114%

FOLLOWER INCREASE ON  
LINKEDIN SINCE 2021



# 12,000

CONTACTS RECEIVE  
CCHN'S NEWSLETTERS

## COMMUNICATION

### “Frontline Negotiators”: the CCHN podcast

Through its community members, the CCHN has access to a wealth of humanitarian negotiation stories and practices from different humanitarian contexts. In 2022, the CCHN began exploring storytelling through podcasting as a tool to encourage humanitarian workers to share their experiences, provide practical examples of the application of negotiation tools, and encourage further learning.

In September, on International Podcast Day, the CCHN released the first season of its podcast series “Frontline Negotiators: Stories from the Field”. In each of the eight episodes, listeners are guided through personal stories told by humanitarian professionals from different backgrounds and geographical contexts. From Jordan to Myanmar and from Colombia to Moldova, they share about the challenges they face during field negotiation processes and strategies used to overcome them.

“Frontline Negotiators” is available on Amazon Music, Apple Podcast, Google Podcast and Spotify, as well as on the CCHN website ([frontline-negotiations.org/podcast](http://frontline-negotiations.org/podcast)). Collectively, the episodes were streamed 2,500 times between October and December 2022, with an average of 245 streams per episode.

### Digital community engagement

The CCHN Communication department works to disseminate negotiation tools and practices in a variety of forms—including stories, blog pieces, videos and infographics—in order to make its content practical, insightful, and directly applicable to the real-life challenges of negotiators on the ground. The new strategic approach proved successful and appreciated by the CCHN community: human stories and blog pieces contributed to a 24% increase in website page views in comparison with 2021, while the website was visited by almost 63,500 users across the globe. The most popular blog piece of the year, “Six techniques to cool down a heated negotiation”, received almost 1,700 views.

Social networks continued to witness positive growth, reaching a wider audience each year. During 2022, the CCHN social networks registered a +114% follower increase on LinkedIn (which now boasts a 9,000-strong audience) and a 58% increase in Facebook page visits.

“CCHN Connect” is the CCHN community’s dedicated social and learning platform where members can safely exchange thoughts, resources and materials, learn about upcoming CCHN activities, and connect with other professionals. During 2022, CCHN Connect welcomed 1,932 new members, contributing to a 62.8% network growth. Of the 5,400 professionals who currently have access to CCHN Connect, about two thirds are active and engaged users who animate digital exchanges.

The CCHN newsletter audience features some 12,000 contacts. During 2022, the CCHN sent 10 newsletters in English, French and Spanish, registering a 35% average open rate (above industry standards, according to MailChimp), a 7% click rate, and a very low unsubscribe rate (0.15%).



PETER MAURER, WHO STEPPED DOWN FROM HIS ROLE AS PRESIDENT OF THE ICRC IN 2022, IS CURRENTLY CHAIRING THE CCHN GOVERNING BOARD.

## GOVERNANCE

The CCHN is administratively hosted by the ICRC. Its governing board is composed of four representatives of the CCHN's founding agencies, a negotiation expert, and three members of the community of practice who act in their personal capacity. Board members are selected being mindful of diversity in terms of gender, professional background and humanitarian perspectives.

### In 2022, the CCHN Governing board was composed of:

- Peter Maurer – President of the Board (ad personam)

### Representatives of humanitarian agencies contributing to the CCHN:

- Mr. David Beasley – Executive Director, UN World Food Programme
- Mr. Stephen Cornish – Director General, MSF Switzerland
- Mr. Filippo Grandi – High Commissioner, UNHCR
- Mr. Robert Mardini – Director General, ICRC

### Members of the CCHN community of practice (ad personam):

- Ms. Hanalia Ferhan
- Ms. Esther Opoka
- Dr. Apostolos Veizis

### Recognised negotiation experts (ad personam):

- Mr. Michael Møller – Chair of the CCHN Independent Evaluation Steering committee in 2020



A CCHN Governing board meeting took place in the framework of the World Summit in November 2022. Photo: Sophia Bennett

I SEE A BIG TRANSFORMATION OF WARFARE ONGOING. THE SPACES IN WHICH WAR IS FOUGHT ARE NO LONGER JUST AIR, LAND AND SEA; BUT ALSO CYBERSPACE, PERCEPTION SPACE, AND PUBLIC NARRATIVE SPACE. FRONTLINES WILL BE EVERYWHERE. (...) AND IN THESE COMPLEX AND EVOLVING ENVIRONMENTS, FRONTLINE NEGOTIATORS PLAY A CRITICAL ROLE AS INCUBATORS FOR PEACE.

– Peter Maurer, former ICRC President and President of the CCHN Governing Board

## FINANCE AND ADMINISTRATION

In 2022, the CCHN focused on diversifying its sources of funding by strengthening its relationship with strategic partners, existing donors and other partners at field level. The CCHN secured funding through multi-year agreements with institutional donors as well as in-cash contributions from strategic partners; collaborations with local partners supported the implementation of CCHN programmes across regions.

In November 2022, the governments of Germany and Switzerland co-hosted a Donor Forum in the framework of the CCHN World Summit. The Forum welcomed representatives of 10 governments and humanitarian donor agencies during a closed session aiming to explore practical ways to support skills development among humanitarian workers through long-term partnership and resource mobilisation and reflect on the actions needed to advance the domain of frontline humanitarian negotiations.

**HUMANITARIAN NEGOTIATORS ARE ONE OF THE BEST TOOLS TO GAIN ACCESS TO THOSE IN NEED. (...) LET ME THANK YOU FOR THE ESSENTIAL WORK YOU ARE DOING: HUMANITARIAN ASSISTANCE DEPENDS ON IT.**

– H.E. Ambassador Deike Potzel,  
Director General for Crisis Prevention,  
Stabilisation, Peace Building and  
Humanitarian Assistance – German  
Federal Foreign Office

### Sources of funding

- Strategic partners (ICRC, MSF Switzerland, UNHCR, UN World Food Programme)
- Institutional donors (Governments of Germany, Luxembourg, Norway, Sweden, Switzerland)
- Other funding sources (local partners, in-kind support for field implementation)



*The CCHN team at the CCHN World Summit on Frontline Humanitarian Negotiation 2022.  
Photo: Sophia Bennett*



## ABOUT THE CENTRE OF COMPETENCE ON HUMANITARIAN NEGOTIATION

The Centre of Competence on Humanitarian Negotiation (CCHN) was founded in 2016 as a joint initiative of five humanitarian agencies: the International Committee of the Red Cross, Médecins Sans Frontières Switzerland, the United Nations High Commissioner for Refugees, the United Nations World Food Programme and the Centre for Humanitarian Dialogue.

Our aim is to facilitate the capture, analysis, and sharing of experiences and practices around humanitarian negotiation and to provide a space for dialogue across organisations. At the core of our activities is the CCHN community of practice, a global community of humanitarian professionals working at the frontlines of humanitarian action.



The CCHN is kindly supported by:



THE GOVERNMENT  
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Ministry for Foreign Affairs



Schweizerische Eidgenossenschaft  
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Confederazione Svizzera  
Confederaziun svizra

Département fédéral des affaires étrangères DFAE  
Federal Department of Foreign Affairs FDFA

# FRONTLINE NEGOTIATIONS

CENTRE OF COMPETENCE ON  
HUMANITARIAN NEGOTIATION

Centre of Competence on  
Humanitarian Negotiation

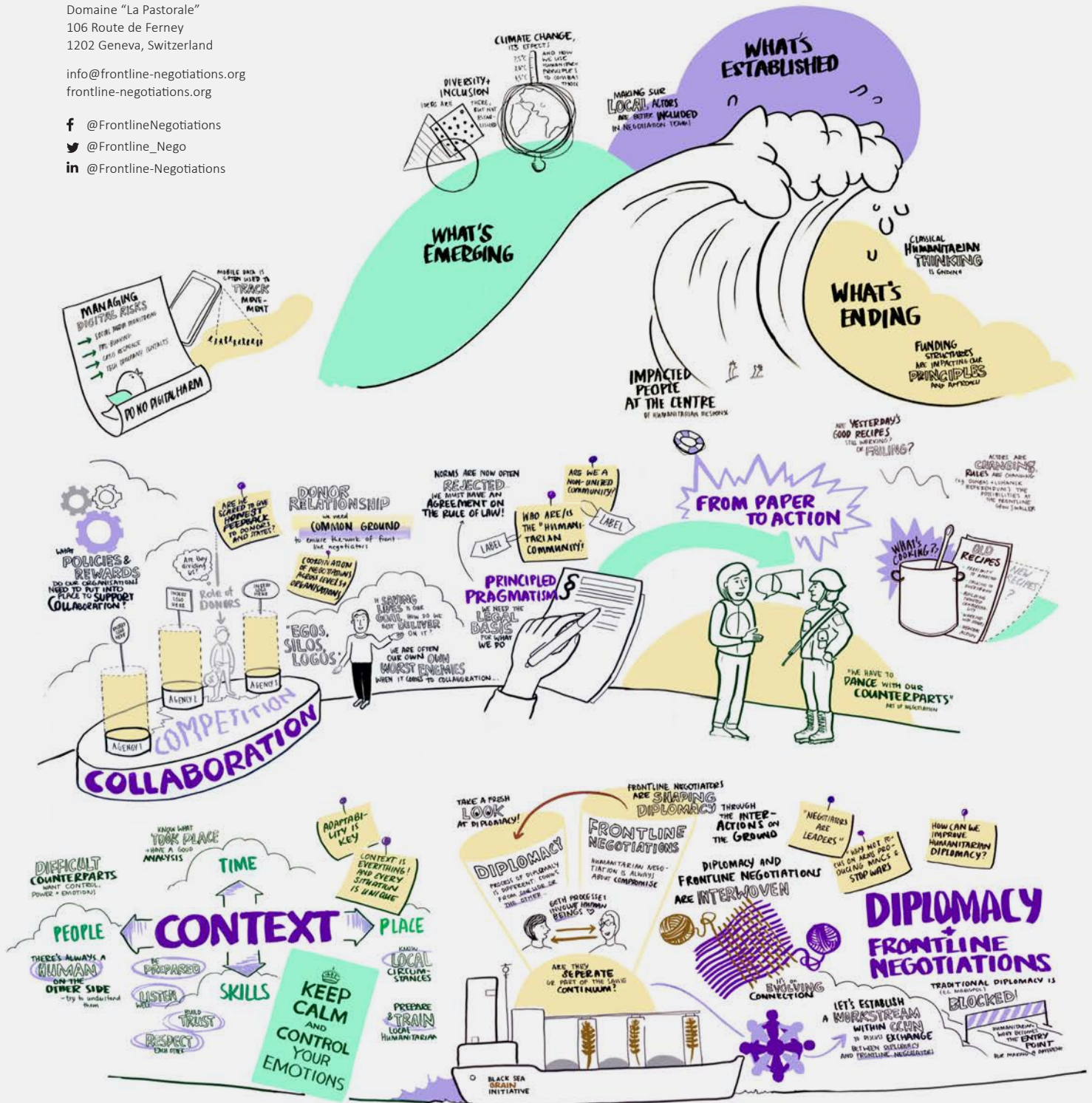
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Cover picture: Details from a six-meter-wide mural illustration by Anna-Lena Schiller (annalenaschiller.com). The mural, hand-drawn during the 2022 CCHN World Summit on Humanitarian Negotiation, visually narrates some of the many conversations which took place among participants, the reflections shared by speakers, and other meaningful moments of the event.