



Centre for
Humanitarian
Dialogue

Mediation for peace

Annual Report 2014



The Centre for Humanitarian Dialogue (HD)

is a private diplomacy organisation founded on the principles of humanity, impartiality and independence. Its mission is to help prevent, mitigate, and resolve armed conflict through dialogue and mediation.

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About the Centre for Humanitarian Dialogue



Message from the Chairman of the Board

Jean-Marie Guéhenno

HD marked its 15th year of existence bringing to fruition 11 agreements on ending conflicts or reducing violence. An electoral code of conduct drawn up by Tunisia's political parties with support from HD saw them progress from destabilizing violence to peaceful elections in 2014, producing a rare triumph of moderation in a region falling victim to violent extremism. Across the world in the Philippines, a comprehensive agreement signed by the Government and the Moro Islamic Liberation Front capped seven years of patient negotiation, mediated by the Malaysian Government and supported by the HD-co-ordinated International Contact Group, to bring closure to decades of conflict.

These were just the most visible outcomes from HD's widening engagement in areas of conflict or

crisis. With donors' generous support, HD has been able to respond to a growing demand for mediation and support which saw it active in 35 operations in Africa, the Middle East, Eurasia and Asia in 2014, engaging with stakeholders in some of the world's most troubled environments, often shut off from conventional diplomatic approaches.

In South Sudan, Syria and Ukraine, HD was able to work through its network of contacts to keep dialogue alive, exploring possible initiatives for reducing violence, building confidence and negotiating peace. While in Southeast Asia, the organisation worked at the heart of some of the most serious and protracted conflicts across the region, addressing communal, religious and ethnic tensions.

Its results in 2014 also point to the focus HD has kept on engaging where its particular skills and resources can achieve tangible results. HD continues to preserve maximum operational flexibility, working through regional hubs backed by corporate support from its headquarters in Geneva. Management oversight was strengthened with the addition of a Monitoring and Evaluation Manager in late 2013 and HD's projects have come under careful review in the course of 2014 as the organisation concluded its 2012-2014 plans and transitioned to a new multi-year strategy for 2015-2018.

In October, we invited major donors and fellow practitioners to participate in a roundtable discussion on monitoring and evaluation, adopting the principle of peer review as a pillar of our future

reporting. In 2015, we will have further opportunities to assess lessons and experience from HD operations and we look forward to applying these in our future endeavours to reduce or avoid conflict, and to foster lasting peace.

On a more personal note, Ambassador Ellen Margrethe Løj left the HD Board in 2014 to become Secretary-General Ban Ki-moon's Special Representative and Head of the United Nations Mission in South Sudan. Ambassador Løj had been a member of our Board since 2012 and she became the Vice Chair in 2013. I would like to take this opportunity to thank her, on behalf of HD, for the rich experience she contributed to the organisation and wish her well with the continuation of her long and distinguished diplomatic career.

The Centre for Humanitarian Dialogue

The Centre for Humanitarian Dialogue (HD) is a private diplomacy organisation mediating between parties to conflict, facilitating dialogue to end or avert violence, and providing expert support to the wider peacemaking and peacebuilding communities. It starts from an absolute commitment to the bedrock principles of humanity, impartiality and independence in order to pursue a simple vision: mediation for peace.

Since its creation in 1999, HD has established a track record of building durable agreements across the globe through discreet engagement with governments, armed groups, extremist or sectarian movements, as well as political parties. In 2014, accords concluded in Tunisia, Ukraine, Mali and the Philippines were among 29 agreements which HD has helped to facilitate since 2012, some of which remain confidential.

These agreements attest to HD's broad reach and expanding role as it adapts and responds to evolving sources of conflict and insecurity. From the outset, HD has acted to provide a channel for dialogue between parties to conflict and space to explore options for a settlement. It continues to perform that role although in a wider spectrum of settings which include tackling conflict involving state and non-state actors, aiding political transition, preventing election-related violence, and defusing ethnic, communal and sectarian tensions.

HD also provides technical assistance on substance and process to other mediation initiatives and negotiations by the United Nations, international organisations and local actors drawing on a network of experts and seasoned mediators. It promotes the inclusion of women and civil society in negotiations to broaden support for sustainable peace processes. It also helps to negotiate access for international agencies seeking to deliver aid to civilians in complex conflicts that are proving increasingly dangerous for humanitarian actors.

As a private and independent organisation, HD has the flexibility to react quickly to unfolding situations and to deal with parties who are beyond the reach of official actors and conventional diplomacy. HD will deal with any entity that can contribute to ending or preventing violent conflict. Taking a low-key approach, and trusted for its discretion, HD can open deniable channels of communication to explore options for negotiation.

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To maintain efficiency and effectiveness in a period of rapid growth, HD works through a decentralized structure with four hubs focusing on Africa, Asia, the Middle East and North Africa, and 'Eurasia' (which covers Europe, the Caucasus, as well as Central and Western Asia). All four hubs are supported by analysis and technical support from HD's head office in Geneva. HD has also strengthened its operational focus around core principles framed in a charter drawn up in 2012 and has reinforced its management processes with a monitoring and evaluation approach, underscoring the focus on quality professional judgments and valued results. Lessons learned are shared with other mediation

organisations as part of its commitment to promoting best practice in the sector.

This structure provides a strong platform for the strategy HD will pursue in 2015-2018. The organisation will place more emphasis on early conflict analysis and strengthen its panel of expert advisers. It will also continue developing both local and high-level channels of communication to build on the speed and flexibility with which it can respond to the mediation and dialogue needs emerging in new areas of conflict. It will explore how its global networks can add value to the work of other mediators and humanitarian organisations. By continuous internal and peer review, it will also maintain a focus on delivering measurable results that make a tangible difference to the lives of people in situations of conflict; a focus which keeps HD at the forefront of private mediation and peacemaking.

Inclusive peacemaking leads to more legitimate and sustainable peace agreements, and has been widely promoted in recent years as an effective approach to mediation and conflict resolution. While it is gaining ground among mediators who increasingly recognise, and are supportive of, the need for greater inclusion in peace processes, meaningful progress has been slow. Fourteen years after the UN Security Council passed Resolution 1325 calling for the inclusion of women in conflict resolution, prevention and peacebuilding, and despite increasing demands from women and civil society representatives to be included, their voices still remain largely peripheral.

As one of the world's largest private diplomacy organisations, HD seeks to leverage its position, insights and access to address this gap and explore new ways to promote inclusive peacemaking from within the mediation field. HD is well-positioned to do so by being as inclusive as possible in its own work, and by sharing the lessons it learns with the wider community.

HD's early contribution to issues around inclusion focused on sharing its thinking through opinion pieces and publications. In 2009, HD began practical engagement on the issue through the 'Women at the Peace Table' programme which brings high-level female mediators, negotiators and peacemakers together to identify and employ strategies for improving women's participation in peace processes and consideration of gender issues at the peace table.

Building on this work, HD appointed an Inclusion Co-ordinator who has been working with the organisation's teams to identify ways of broadening the participation of underrepresented groups in their projects.

In Libya, HD's team worked closely in 2014 with women across regional and ideological lines to prepare a workshop on gender and conflict analysis. Due to the rapidly deteriorating security situation, this workshop was postponed until February 2015. Despite the grave security challenges, Libyan women were determined to meet and discuss frankly the roots of the conflict and how they can



Workshop on gender and conflict analysis in Libya with women across regional and ideological lines, February 2015.

contribute to its resolution. This preparatory work exposed the profound divisions within Libyan society and the resolve among female activists and in the civil society sector to work toward solutions. The February 2015 workshop generated concrete ideas for ways in which women can participate in the country's key transitional processes. HD continues to engage with the group and to seek avenues to support their participation in conflict resolution initiatives.

HD also collaborated with UN Women and other organisations, including Hivos and the European Feminist Initiative, in an effort to assist Syrian women to promote their engagement in the peace process. While in Sudan, the organisation engaged with women from the Darfur Nomad Network – a group of non-governmental organisations drawn

predominantly from the nomadic, mainly Arab, tribes of Darfur – on an initiative to defuse conflicts between tribes. Many of the nomad women involved were leaders within their communities and some had previous mediation experience. In Nigeria, HD successfully supported the inclusion of women in the negotiating teams taking part in an inter-communal dialogue process in Jos, Plateau State, and also supported meetings of interfaith groups, young people, civil society and members of the business community as part of efforts to reduce and avert violence in Jos. HD also worked on increasing the involvement of women and young people in the peace process in Mali.

One of HD's biggest successes as part of its inclusion work in 2014 was the significant increase in the number of women at its Oslo Forum annual event in June. Women made up almost half the attendees, participating as experts, panellists and facilitators.

In addition to its practical engagement in operations, the organisation is keen to draw lessons from its experiences and to share them both within the organisation and beyond. In 2014, HD contributed to the discussion on inclusion which took place within the Mediation Support Network and published a new issue in its Mediation Practice Series presenting several approaches through which mediators can involve more stakeholders, including women, in peacemaking efforts.



Workshop on the inclusion of women and youth in the peace process in Mali, Bamako, July 2014.

HD's focus on inclusion Making peace sustainable

2014 Operations in perspective

2014 Operational highlights

Conflict mediation does not follow strict timetables any more than the circumstances it addresses. However, HD's operations in 2014 once more delivered significant results in the form of 11 peace and violence reduction agreements in Asia, Africa, Eurasia and the Middle East. These outcomes attest to a rigorous focus on conflict analysis, process design and measuring operational progress against defined objectives. That discipline has enabled HD to bring a total of 29 agreements to fruition in the past three years, some of them the result of years of discreet and unpublicised facilitation and some of them still confidential.

The Philippines: A fragile peace

For seven years, HD supported negotiations between the Philippines' Government and the Moro Islamic Liberation Front (MILF) which culminated, on 27 March 2014, in the signing of the Comprehensive Agreement on the Bangsamoro. This pact provides the basis for ending decades of conflict on the southern island of Mindanao which, by some estimates, has cost the lives of more than 120,000 people and displaced some two million, creating an environment of insecurity that allowed extremist elements to flourish and held back economic development.

Through its country office in Manila, HD has been acting as a member and co-ordinator of the International Contact Group. Created in 2009, the group provides technical advice and close support to the Malaysian Facilitator, Tengku Dato Abdul Ghafar, and the parties. After 32 rounds of formal talks, negotiators concluded a Framework Agreement in October 2012 that set out a new formula for governing contested areas of the southern island of Mindanao.

The following year, the two sides agreed three annexes to the Framework Agreement covering transitional arrangements, power-sharing and wealth-sharing. A fourth annex dealing with normalization and an Addendum on Bangsamoro Waters were signed in January 2014 and paved the way for the final agreement in March that



Maya Jribi, Secretary-General of the Tunisian 'Republican Party' - sitting next to HD representative Omeyya Seddik - signs the Charter of Honour, 22 July 2014.

formally ended the conflict. This laid the foundations for full autonomy and progressive integration of MILF forces into the Armed Forces of the Philippines. HD's engagement did not end there, however. It is working on consolidating the agreement among different interest groups in Mindanao as preparatory work continues on drawing up a Bangsamoro Basic Law. This law will have to pass the Philippine Congress in order to give force to the agreement and pave the way for a plebiscite planned for 2015.

Tunisia: Paving the way to peaceful elections

For Tunisians, the challenge in 2014 was not a legacy of decades of violence but containing the tensions unlocked by the wave of protest that drove former President Ben Ali to step down, and then going through a fragile transition to democratic rule. These events took place at a point when violence, authoritarian resilience and extremist ideologies were sweeping across much of the Middle East.

Prospects for success looked distinctly uncertain with the murder of two prominent politicians in 2013 which led to the collapse of two governments. Yet, in July 2014, 19 Tunisian political party leaders signed up to an agreement called the Charter of Honour, negotiated with HD's help, which provided a platform for peaceful legislative and Presidential elections. In a truly inclusive dialogue process, rival political parties from all backgrounds agreed in the Charter to reject, and do all they could to avoid, instrumentalisation of any form of violence. They also agreed to refrain from any kind of activity that could undermine the right of Tunisians to exercise their vote freely, whether this activity was corruption, illicit financing, intimidation or other abuses of power. "With the birth of this text, we confirm our victory over dictatorship", President Moncef Marzouki said before he, the Speaker of the National Constituent Assembly, and the President of the Independent Electoral Commission, welcomed and witnessed the 19 party leaders signing the document in a televised ceremony in Tunis.



Bangsamoro women and children joined thousands who gathered in General Santos City to show their support to the signing of the Comprehensive Agreement on the Bangsamoro (CAB), March 2014.

Much of HD's work remains low-key but, in this instance, with political parties embracing the Charter, HD sought as much visibility for the Charter as possible to raise public awareness of its principles of resisting violence and preserving freedom of expression, and to cement the commitment of politicians.

HD printed and distributed thousands of copies of the Charter and supported political parties in broadcasting the result on social media as well as through radio and television. In a series of powerful video clips, political leaders affirmed their determination to stand together against hostile forces to preserve national wellbeing, national security and the democratic process, each of them stating "I have signed so that you can hold us accountable". The project did not rest on its laurels, however, and continuous follow-up secured the signature of additional parties, bringing the total number of signatory parties to 29.

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On the eve of the run-off Presidential elections in December 2014, when tensions reached a peak between the two Presidential candidates and their supporters, the President of the Tunisian Independent Electoral Commission – fearing political violence – called publicly upon the candidates to respect the commitments they made in the Charter of Honour. This helped to pave the way for a peaceful second round of Presidential elections and a rotation of power.

Mali: Stepping stones to peace

Peace agreements need not mark the endpoint of a conflict to be a significant landmark that can help the process of getting there. Such was the case with an agreement on a cessation of hostilities signed by six Malian armed opposition groups in Ouagadougou in August 2014. HD started working in Mali in 2011, promoting inter-communal dialogue and building networks of community leaders in the north in response to widespread inter-community tensions in the country's northern regions. In

2012, the long lasting conflict between the Government and armed groups escalated and spread to other armed groups, including Islamist armed movements who occupied half of the country. By 2014, following a French military intervention, the establishment of a UN Peacekeeping force, and Presidential elections, HD's focus had shifted to supporting the national peace process facilitated by Algeria in the interest of achieving a sustainable and inclusive peace.

The Algiers process began in July 2014 and, in August, HD supported the organisation of a meeting between the six opposition groups included in the process. The event was held over a few days in Burkina Faso to encourage the groups to take a unified position in the national peace

talks, which were due to resume in September. The meeting was chaired by the High Council for the Unity of Azawad (Azawad is the name given by Touareg groups to the area of northern Mali they have fought to control). HD moderated the meeting, which was partly financed by the UN mission in Mali. The meeting led to two initial agreements; the first consisting of a non-aggression pact providing for an immediate cessation of hostilities and setting up a monitoring committee to ensure the respect of that pact on the ground; the second consisting of a Memorandum of Understanding on harmonising the groups' negotiating positions for the Algiers talks.

These two agreements were then merged into a common Ouagadougou Declaration which put a short term brake on the rivalries that had hampered the progress of the Algiers peace process. The Declaration did not eliminate conflict in a region of deep-rooted rivalries and the situation deteriorated further towards the end of the year. However, it marked an essential step in creating conducive conditions for a broader peace with the Government in Bamako and showed that it was possible to unite the armed groups around a common position to alleviate the suffering of the civilian populations on the ground.



Meeting of six Northern Mali opposition groups in Burkina Faso in August 2014, during which they agreed on an immediate cessation of hostilities and on harmonising their negotiating positions in the national peace process. Both agreements were merged into a common 'Ouagadougou Declaration'.

Ukraine: Opening channels for humanitarian aid

As conflict between the Government in Kyiv and armed groups in eastern Ukraine's Donbas region intensified in the summer of 2014, HD was able to meet local commanders, administrators and members of civil society in Donetsk and Luhansk and initiate discussions on the humanitarian aspects of the crisis. These contacts filled a crucial gap by creating a channel for communication with de facto authorities who, at the time, were largely unknown to humanitarian agencies starting to work in eastern Ukraine, and providing a mechanism for them to co-ordinate on aid issues at a time of rising concern over the plight of civilians.

Discussions with HD's contacts provided the springboard for agreement on a 'Declaration on the Protection of Civilians during Armed Conflict and Commitment to International Humanitarian Principles' which was drafted by HD and signed by authorities in Donetsk in August. The Luhansk People's Republic signed in the ensuing weeks and so did many of the 43 battalions aligned with Kyiv including, among the biggest, the Aydar, Tornado and Donbas battalions. Under the terms of the Declaration, parties agreed not to attack, or provoke retaliatory action against, civilians or attack civilian infrastructure – such as schools and hospitals – and to take all possible measures for the unimpeded access of humanitarian aid.

Although deteriorating conditions for civilians and the difficulties faced by humanitarian agencies delivering aid have starkly exposed the protection challenges in eastern Ukraine, the discussions and the Declaration achieved a number of crucial goals. In particular, they put the issue of humanitarian access firmly on the radar of groups that have claimed control of Donetsk, Luhansk and surrounding areas, and helped to prepare the ground for international aid agencies. In November, Donetsk authorities drafted and passed, in their own Parliament, legislation on allowing humanitarian access. The Declaration on the Protection of Civilians also served a less defined, but still valuable, purpose in providing both sides in the conflict with an issue of mutual concern, beyond armed conflict, on which it was necessary for them to engage with each other.

Africa Combating violent extremism

A year that saw West Africa increasingly exposed to violent extremism also found HD more widely engaged in mediating with armed groups, reducing violence and fostering community networks and dialogue.

In Nigeria, which, besides the much publicised Boko Haram insurrection, has been affected by widespread inter-community violence, HD built on the success of its initial engagement with communities in Jos in 2013 to organise a series of inter-communal dialogue sessions carried out over a period of one year. These aimed to ease tensions and violence between the communities, who differed over indigenous rights and settler issues.

After consulting local communities around Jos – and with the buy-in and support of the Federal and State Governments, religious leaders, civil society, women and young people – HD convened a series of eight dialogue sessions which ultimately involved eight different community groups. The sessions included discussions on issues of traditional rulership; access to government resources and leadership; pastoralist and farmer issues; insecurity and justice processes; lack of implementation of past Commission reports; land ownership; compensation; and unemployment. In addition, two special sessions were convened, including one to help deal with emerging attacks in the countryside around Jos – which involved sporadic killings, cattle rustling and displacement – and threatened to undermine the main dialogue process. HD also organised follow-up meetings to develop a strategy which would guide the implementation of recommendations coming out of the inter-communal dialogue sessions. The process delivered a clear result, calming the situation, building trust, and fostering open communication between the communities.

Other regions of Nigeria recognised the potential for defusing tensions between communities through dialogue and, by the end of 2014, HD had received expressions of interest for violence prevention initiatives from three other Nigerian States. These included a formal request from the Kaduna State administration and HD is in



A representative of His Royal Highness Gbong Gwom Jos, gives a speech during a ceremony to mark the achievement of the Jos inter-communal dialogue process between eight community groups, Nigeria, 11th December 2014.

the process of setting up a similar inter-communal dialogue process there.

Another highlight of HD's Africa programme in 2014 was the significant growth in its activities in francophone West and Central Africa. HD worked with armed groups and communities in Mali to foster an inclusive dialogue which aims to provide the foundations for a sustainable peace. It also regularly consulted the UN peacekeeping mission (MINUSMA), and supported the Algeria-led peace process, providing training for the Government mediation team and the armed groups on negotiation techniques. At a meeting in Burkina Faso in August 2014, HD also helped to bring those groups towards a common position in the Algiers talks and to agree on an immediate cessation of hostilities – bringing relief to civilians trapped in months of conflict. These two outcomes were combined in the Ougadougou Declaration (read more on this Declaration in the section on 'Mali: Stepping stones to peace').

With extremist groups and criminal networks increasingly becoming a force for instability in the Sahel, in late 2014 HD also embarked on a project to identify and support influential leaders among pastoralist communities in the region. Recognising the traditional role of negotiation in dealings between nomadic communities, the project seeks to build a regional network of nomad leaders to help resolve conflicts among nomadic groups, as well as between nomads and sedentary agricultural communities, and to facilitate contacts between nomads and government agencies.

In the Central African Republic, HD contributed to efforts to establish a process of reconciliation and reconstruction after the collapse of the central government and explosion of violence at the end of 2013 which had left the capital, Bangui, and much of the country at the mercy of armed militia. Under a two-year mandate from the new President, Catherine Samba-Panza, HD is providing advice and technical support to help establish a political

dialogue that could contribute to the restoration of state authority. Meanwhile, in Senegal, HD supported a Government initiative to resolve a long-simmering conflict with armed groups in the Casamance region. HD organised a series of workshops for members of two armed groups, as well as for Government negotiators, mediators and the press, laying the foundations for negotiations.

In South Sudan, following the country's relapse into violent conflict in December 2013, HD developed various initiatives in 2014 to support official peace efforts led by the Intergovernmental Authority on Development (IGAD). These included the development of platforms for dialogue among elders and religious leaders, as well as convening expert-level roundtable discussions with international and regional actors as well as South Sudanese national experts to assess political developments and possible initiatives for promoting peace and security. HD also established informal backchannels of communication with key leaders, and provided technical expertise to support South Sudanese civil society on various issues. In addition, HD

identified and deployed experts to IGAD to support the conflict parties on key thematic areas, assisting them with the development of strategy papers for their engagement in the peace talks. These initiatives offered important opportunities to consolidate and complement the country's formal peace process.

As part of the 11 agreements which HD helped to bring to fruition in 2014, the organisation supported the conclusion of a peace accord between the Government of the Republic of South Sudan and the South Sudan Democratic Movement/Army Cobra Faction. This was mediated by the Church Leaders Mediation Initiative (CLMI) which was undertaken by three Bishops and a national figure well-known for his independence. The CLMI lacked a formal structure or operational staff and HD, in addition to contributing extensive background experience and knowledge of the principals, provided technical support, convened meetings, brought experts to roundtable discussions with the parties, assessed developments and possibilities, and supported the implementation of the peace accord.



Northern Mali armed opposition groups met in Burkina Faso in August 2014 to harmonize their negotiating positions in the Algiers talks and to agree on a cessation of hostilities. The meeting was moderated by HD.

In neighbouring Sudan, HD continued to support stakeholders with processes connected to the National Dialogue. The organisation was involved in facilitating dialogue among a range of Sudanese political and civil society actors to help them develop consolidated positions around reform, engagement in national dialogue and in the elections, as well as on broader governance issues.

Building on the success of its 2013 violence prevention project in the Rift Valley in the run-up

to Kenya's national election, HD adopted a similar approach in Mozambique in 2014, helping the country's National Electoral Commission to set up violence prevention panels. The initiative is part of the organisation's wider engagement in Mozambique, which will continue in 2015, providing support to national mediators – including the Religious Network for Reconciliation and Peace which undertakes conflict resolution and reconciliation work at the grassroots level.



Focus group discussion between the Berom and Fulani communities in Barkin Ladi Local Government Area, as part of the Jos inter-communal dialogue process facilitated by HD, November 2014.

Looking forward to 2015

Building on the positive outcome of a tension management initiative in Jos, Nigeria, HD is taking the strategy to neighbouring Kaduna State which shares many of the same challenges. It will also pursue projects in the Central African Republic, Mali and Senegal where it will foster dialogue between communities, armed groups and governments with the aim of producing frameworks for ending deep-rooted conflicts. With the risk of violent extremism spreading across the entire Sahelian belt, HD will embark on an ambitious and innovative sociological research study analysing the perceptions of insecurity and radicalisation among local border communities across the region. Transitional justice will be at the heart of HD's activities in francophone Africa in 2015, with support provided to the nascent truth and reconciliation Commissions in Mali and Burundi. In the Great Lakes region, HD will explore creative opportunities for conflict prevention in the border areas of Rwanda, Burundi and the Democratic Republic of Congo. In South Sudan, HD will be seeking to defuse ethnic and sectarian conflict, and to create space for aid deliveries.

HD is working at the heart of the most serious and challenging conflicts in Southeast Asia. Projects undertaken to 2014 addressed protracted communal conflict and civil war in Myanmar, a decade of violent political polarization and ethnic conflict in Thailand, and bringing peace to a more than 40-year long conflict in Mindanao in the southern Philippines, as well as to the eastern Indonesian territory of Papua.

Following the landmark signing of the Comprehensive Agreement on Mindanao in March (see the section on 'The Philippines: A fragile peace'), HD focused efforts on assisting the Bangsamoro Transition Commission in preparing the draft Bangsamoro Basic Law. The Philippine Congress must pass the law to activate the high level of autonomy granted under the agreement to the Moro people of Mindanao. The process needs continued care and attention as local politics and unforeseen security issues have delayed the passage of the law and threatened the agreement. HD's role, as ad hoc co-ordinator of the International Contact Group (ICG), has consequently become more important as the parties have called on the ICG to help keep the process on track.

In Myanmar, HD's country programme focused on advising and supporting efforts by the Government and more than a dozen ethnic armed groups to reach a Nationwide Ceasefire Accord, and helping to prepare them for the political dialogue which is expected to follow. HD shared best practice on negotiating a 'framework for political dialogue' not only with the Government and ethnic armed groups but also with the Myanmar military and political parties such as the National League for Democracy, reaching the wide spectrum of stakeholders who are expected to take part in the negotiations. To help ensure that such negotiations take place in a conducive environment, HD provided technical assistance on ceasefire monitoring systems which would help to reduce levels of violence in the most challenging parts of the country. Both Government and



Philippines President Aquino III witnesses the handover of the draft Bangsamoro Basic Law (BBL) by Bangsamoro Transition Commission Chairman, Mohagher Iqbal, to Speaker of the House, Feliciano Belmonte Jr, and Senate President, Franklin Drilon, September 2014.

ethnic representatives were also provided with opportunities to attend training courses abroad on topics relevant to the peace process.

In Myanmar's Rakhine State, HD has used dialogue to help bridge communal tensions between the Muslim minority and the Buddhist majority which erupted into renewed violence in March 2014, disrupting humanitarian assistance and causing the relocation of hundreds of aid workers. HD also

engaged on a regional level, convening talks with officials from Myanmar and four states in the region to foster closer co-operation on dealing with the outflow of Muslims leaving by boats, and to address the community's humanitarian needs. Concrete outcomes include the establishment of informal mechanisms to enhance bilateral co-operation on humanitarian issues between Myanmar and affected regional states.

Asia Supporting home-grown negotiations



Buddhist monks and lay people from Theravada Buddhist countries in Asia met for two days in Bangkok to discuss the challenges of promoting peace and maintaining communal harmony in their respective countries. The meeting was convened by HD.

The situation in Rakhine State contributed to wider regional concerns about tensions between Buddhists and Muslims across parts of South and Southeast Asia. Maintaining traditions of religious tolerance and preventing religious identity from being exploited for political purposes are becoming key areas of conflict mitigation in Asia. To help strengthen the moderate base and to help Buddhists manage conflicts in their communities, HD convened a regional network of senior Buddhist monks from Cambodia, Myanmar, Thailand, Laos and Sri Lanka. The outcome so far has been the framing of an action plan that aims to provide Buddhist monks with a platform to disseminate the values of peace and also, in a more concrete way, to develop the tools for dialogue and mediation.

In Myanmar's Rakhine State, HD has used dialogue to help bridge communal tensions between the Muslim minority and the Buddhist majority which erupted into renewed violence in March 2014.

HD has also supported reconciliation efforts in Thailand, where a deeply polarizing political conflict has generated tension and violence. HD's discreet facilitation efforts behind the scenes were complemented by public discussions on the experiences of reconciliation in other contexts, which are supported by the Thai Ministry of Foreign Affairs.

In Indonesia, HD continued to support national organisations in designing the framework for, and initiating, informal dialogue between Government representatives and Papuans to try to resolve the Papua conflict. In addition, HD engaged in a new project that aims to build the mediation capacity of local actors to prevent and manage religious conflict.

HD also contributed to regional discussions supporting the establishment of an ASEAN Institute



As part of efforts to address communal tensions and renewed violence between the Muslim minority and the Buddhist majority in Myanmar's Rakhine State, HD brought a high-level delegation from Myanmar to Geneva for talks with a number of diplomatic Missions and international relief agencies. Talks focused on developments in Rakhine State and resulted in agreement on the need to balance humanitarian and development aid, open access to relief aid, and relocate displaced populations.

for Peace and Reconciliation. Two events were held in Yangon in March which brought together speakers from the Philippines to share experiences of peacemaking. In December, HD and Malaysia's

Institute of Strategic and International Studies convened a brainstorming session for relevant experts and practitioners on "Extremism and militancy: Challenges to the ASEAN region in 2015".

Looking forward to 2015

In addition to providing continued support for the Mindanao peace process in the face of new security and political challenges, HD will continue to engage on multiple levels in Myanmar to advise on approaches to ceasefire monitoring and political dialogue, to promote dialogues aimed at preventing violence around the expected national election, and to address humanitarian challenges in Rakhine State. HD will similarly continue to assist initiatives addressing the political polarization and violence in Thailand, and to support the fresh momentum achieved by Indonesia's new Government and Papuan representatives in their dialogue process.

Eurasia

The return of geopolitics

HD's decision to monitor developments in Eurasia in 2013 grew from a perception of the potential for heightened instability in Central Asia following NATO's withdrawal from Afghanistan. Since then, the crisis emerging in Ukraine quickly established the region as a critical area of operational engagement for the organisation.

HD has been present on the ground in Ukraine since February 2014, establishing a network of contacts among influential people in Kyiv and the regions including in the areas of Donetsk and Luhansk. HD has also been communicating and co-ordinating closely with representatives of the Government in Kyiv and the international community on the humanitarian implications of the conflict and the political views of the so-called Donetsk People's Republic (DNR) and Luhansk People's Republic (LNR).

In an effort to prevent further polarization and defuse divisions within Ukrainian society, HD also engaged in a series of local dialogue initiatives with civil society representatives in twelve regions of the country. Having analysed the conflict together, the civil society representatives agreed to form a network of facilitators who could run dialogue processes designed to address tensions between pro-Maidan and anti-Maidan groups, local people and internally displaced people, as well as between the population and local government. In November and December 2014, HD convened two strategy workshops – the first in Kyiv and the second in Odessa – to help the network representatives convert their analysis into relevant dialogue processes for each region.



Pro-Russian separatists stand guard next to cars damaged during fighting between pro-Russian rebels and Ukrainian government forces near Donetsk Sergey Prokofiev International Airport, eastern Ukraine, December 2014.

To address the current challenges in Ukraine more broadly, HD has also formed a consultative group which includes influential people from politics, business, the media and civil society as well as from the Donetsk and Luhansk conflict zones. Since September 2014, this group has met three times to discuss issues such as decentralization and the way ahead for Ukraine. It also offers a useful channel of communication between the dialogue initiatives in the regions and those involved in national politics.

HD's growing network of contacts in Ukraine at both the national and local level allowed it to have a direct influence on the conflict in 2014. After an attack on a former member of President Yanukovich's Party of Regions in Odessa, a process facilitated by HD resulted in a joint statement by members of Maidan groups which prevented an escalation of violence.

Similarly, as conflict intensified in the Donbas region in the summer of 2014, HD met local leaders in Donetsk and Luhansk to discuss the humanitarian



A Ukrainian national flag flies at top of a badly damaged traffic control tower as smoke rises after shelling at the Donetsk Sergey Prokofiev International Airport in Donetsk, eastern Ukraine, October 2014.

situation. In August, these discussions resulted in a Declaration on the Protection of Civilians which was signed by the DNR, LNR and many of the battalions aligned with Kyiv (for more detail on the Declaration, see the section on 'Ukraine: Opening channels for humanitarian aid'). Through this process, HD was able to open a channel for communication between local authorities in the Donbas region and humanitarian agencies.

In the meantime, in view of the developments in Ukraine and the potential for destabilization in Central Asia, HD moved ahead with plans to assess political risks in the region.

There were already several causes for concern in Central Asia before the crisis in Ukraine focused attention on the country and its relations with Russia. Regional relations between Central Asian countries were strained and marked by frequent

border clashes. In addition to economic hardship and the scarcity of national and regional conflict prevention and resolution mechanisms or networks, there was also a perception of the rising threat of radicalization as well as limited opportunities and space for political discussion.

As a result of HD's assessment of the region, the organisation decided to work with local and national authorities as well as regional bodies to foster regional and country-specific conflict prevention and resolution initiatives. At the same time, HD aimed to develop a network of experts and individuals who could intervene to address conflicts and have an influence on the responses of their respective countries.

As a first stage in building such a regional network, HD brought together influential representatives and experts from five Central Asian countries for an initial meeting to share their views on the issues affecting the region and generate ideas for conflict resolution initiatives to address them. The

group – consisting of personalities and experts from Turkmenistan, Tajikistan, Uzbekistan, Kyrgyzstan and Kazakhstan – identified several key issues which affected them all. They decided to maintain

contact as a cross-border mechanism for exchanging information and perspectives on sensitive issues, influencing policy making, as well as initiating local projects with the backing of regional leaders. The group is currently gathering information on the contentious issues of borders and migration – both potential sources of conflict in the region – in their own countries.

As this regional network develops, HD hopes that it will enable the group to share and compare national perspectives and air their concerns, as well as offer them opportunities to explain their policies and develop

conflict prevention scenarios. Ultimately, this may help to foster political support in their respective countries and across the region for new conflict prevention and resolution initiatives.

As conflict intensified in the Donbas region, HD met local leaders in Donetsk and Luhansk to discuss the humanitarian situation. These discussions resulted in a Declaration on the Protection of Civilians signed by the DNR, LNR and many of the battalions aligned with Kyiv.

Looking forward to 2015

HD will follow developments in the wider Eurasia region closely in 2015 and will work with experts from Tajikistan, Kyrgyzstan, Uzbekistan, Turkmenistan and Kazakhstan on developing common cross-border perspectives for responding to regional challenges.

In Ukraine, HD will continue to focus on tensions within the country by supporting relations between the Donbas region, Kyiv and other regions. More specifically, HD will assist stakeholders in the development and implementation of concrete measures that can recreate trust, ease the impact of the conflict, and work towards its resolution.

Middle East and North Africa Persistence and risk

Unrelenting conflict in Syria and escalating violence in Libya made these countries some of HD's most challenging areas of operation in 2014. In contrast, Tunisia's remarkable progression to peaceful legislative and Presidential elections provided a rewarding outcome to HD's engagement there over the last three years.

A year earlier, Tunisia had looked at risk of succumbing to the violence that had overtaken hopes of an Arab Spring across much of North Africa. However, Tunisian political party leaders, brought together by HD, devised a strategy that laid the foundation for peaceful elections. At the outset of the year, HD had planned a series of three rounds of dialogue with political parties with the aim of forging an understanding on the conduct of elections. In the end, HD facilitated seven rounds of dialogue with representatives of the major parties during which they agreed on a set of standards, called the Charter of Honour, which was publicly endorsed by the President and party leaders on all sides of the political spectrum.

The dialogue rounds were preceded, and followed, by bilateral meetings between HD and political party representatives to explore the grounds for possible compromise. After it was signed, HD organised follow-up meetings to reduce lingering tensions and worked to promote public understanding and support for the Charter (for more on this process, see the 'Tunisia: Paving the way to peaceful elections' section). The impact of the Charter was apparent in the orderly conduct of legislative elections in October and the peaceful transfer of power that followed Presidential elections in December.



A woman looks at electoral campaign posters for the upcoming parliamentary elections in Tunis, Tunisia, October 2014.

Tunisia's success was all the more striking since it stood in contrast to events unfolding in Libya. HD's activities in Libya initially sought to build on achievements in 2013, supporting local mediators – Libyan elders known as Hukama – tackling inter-communal conflicts. HD made significant progress in strengthening the capacity of those local mediators, undertaking a range of activities with the Hukama in Sabha, Kufra and Benghazi, as well as with civil society groups. These activities included a strategic planning workshop in June 2014 for Libyan mediators preparing to engage with feuding factions in Benghazi, and technical advice to support their intervention.

In parallel with this work, HD became more engaged in supporting national peacemaking efforts in the

country. Working closely with the United Nations, HD advised regular meetings of the Preparatory Committee for the National Dialogue process which was tasked with conducting talks on national reconciliation, security and a new constitution.

This initiative was overtaken by the escalating civil war in Libya as fighting intensified between rival militia. This eventually led to the takeover of Tripoli by a loose alliance of western militia ('Fajr Libya') forcing the newly-elected authorities to relocate to Tobruk. The country has since been essentially divided with an internationally-recognised Parliament and Government sitting in the east, and rival state institutions controlling Libya's capital and a major part of the country. Against this background of deepening turmoil, HD was able to maintain

access to, and provide a channel of discreet communication with, militant groups for the UN and other international actors, helping to identify key dialogue partners.

Despite increasingly complex logistics resulting from the withdrawal of international staff from Libya, the random closure of a number of airports, and the need to convene meetings in different locations, HD maintained its access on the ground and continued to support national-level mediation efforts. Among other initiatives, HD undertook a series of consultations inside and outside Libya to encourage key political and security actors from western Libya to clarify their positions and strategies regarding the resolution of the conflict. Similar steps were initiated with their counterparts in eastern Libya.

In Syria, the civil war moved into a fourth year of intense, and ever more complex, conflict. This

Tunisian political party leaders, brought together by HD, devised a strategy that laid the foundation for peaceful elections.

was marked by the increased fragmentation of opposition armed groups and the growing strength of radical factions, most conspicuously through the dramatic rise of the self-proclaimed Islamic State (IS). Early in the year, with international attention focused on the Geneva II process, HD arranged

meetings between Syrians and Western and UN officials. After the collapse of the Geneva II process, HD worked with influential opposition military and civilian figures from inside Syria to develop a “Syrian informed solution” which led to agreement on an initiative to promote their common position.

The initiative proposed a process of bottom-up change and establishing a platform for wider political negotiations. HD had already had some experience of the possibilities for reducing violence at a local level in Syria and had also facilitated preliminary meetings on other local agreements that pointed to the potential of the broader initiative. HD promoted the initiative internationally and with key regional actors, gaining active support from some governments. The initiative remains a work in progress which will be updated in the course of continuing consultations to keep abreast of changing realities on the ground.

In 2014, HD was also active in helping humanitarian agencies and donors to identify needs and to establish contacts with local Syrian organisations that could help with the delivery of aid. In addition to supporting local mediation initiatives, HD facilitated twelve projects – mainly in agriculture, education, infrastructure, civil defence and psycho-social support – and, although the rise of IS and air strikes against them prevented full implementation of some projects, HD provided guidance to donors on aid initiatives, particularly affecting IS-controlled areas.



A fuel depot on fire near Tripoli airport, after being hit by a rocket, July 2014.



A family walks along a damaged street in Deir al-Zor, eastern Syria, 7 February 2014.

Looking forward to 2015

The unabated crises in Libya and Syria will remain a focus of HD's operations in 2015. In the absence of a breakthrough in international efforts to find a political solution in Syria, HD will use its unique network of contacts with parties to the conflict to facilitate dialogue, build confidence between communities, mitigate inter-communal tensions, and maintain backchannels of communication that could provide a platform for a negotiated solution. Similarly, in Libya HD will seek to establish and maintain contact with hard-to-reach influential parties in support of international mediation efforts. Tunisia's peaceful elections in 2014 will also provide a platform for HD, working through high-level contacts, to manage tensions and consolidate the past year's gains.

Mediation Support Maximizing impact

For HD, successful mediation results from a broad and collaborative effort that starts with the ability of its regional teams to assess where, whether and how they can contribute most effectively to peacemaking in complex operational settings. It also calls for timely access to technical expertise that meets the specific requirements of a particular region and set of actors, as well as informed analysis and monitoring, and the ability to adapt to changing circumstances.

HD's Mediation Support team works with operational teams, helping to design their initiatives and mobilizing technical and context-specific expertise to meet the needs of particular stakeholders. To maximize the impact of HD's interventions, the Mediation Support team monitors progress against project objectives, refining policy in the light of lessons learned, and sharing results with partners and fellow practitioners in the interest of developing best practices both for HD and its peers in the field of mediation.

Myanmar became a particular focus of activity in 2014 when the Director of Mediation Support undertook five missions to assist the Myanmar team in its support of the peace process underway between the Government and ethnic groups. This process seeks to build the foundations for political dialogue after decades of armed conflict. HD engaged with a broad spectrum of political, military and ethnic group stakeholders, bringing in a range of experts, including a Filipino General, to advise on ceasefire. It also provided support to local leaders in Rakhine State on their options for preventing inter-communal violence.

Working across the spectrum of HD's projects, the Mediation Support team also contributed to HD's Ukraine project by providing comparative expertise on decentralization; designed a dialogue platform in Nigeria to respond to electoral disputes; and advised women's groups on negotiating common priorities and a common agenda for conflict resolution in Darfur (Sudan) and Syria.

The Mediation Support team not only works with HD's projects, it also assists initiatives undertaken by the United Nations and other multilateral institutions. In Yemen, it worked throughout 2013 and into 2014 with the United Nations Special Adviser in support of the country's national dialogue process.

This process culminated in a National Dialogue Conference in Sanaa which concluded in January 2014. The team also participates in the European Resources for Mediation Support (ERMES) facility supporting the efforts of the EU's External Action Service to strengthen the involvement of third-parties in various peace processes.

Other advisory activities in 2014 included providing support to the UN's efforts to explore options for a possible national dialogue in Libya, advising the Organization for Security and Cooperation in Europe on dialogue options in Ukraine, and conducting a five-day training programme for ASEAN Regional Forum diplomats in Brunei.

Another key dimension of the Mediation Support team's work is to develop HD's internal monitoring and evaluation processes as part of a continuous effort to ensure the organisation's operations deliver tangible benefits to the communities with whom it works. The team oversaw ten project reviews and evaluations in 2014, some covering multiple projects, and including external evaluations commissioned by HD's Board. In October, it brought together key donors and influential practitioners for a roundtable on monitoring and evaluation which looked at reporting results for conflict prevention, mitigation and resolution initiatives. It also facilitated the implementation of a project management cycle providing HD's Senior Management Team with oversight of new field assessments of conflicts along with the start-up and closure of projects. The team promoted the use of field notes by regional operations staff to be collected and reviewed at an HD staff workshop planned for 2015, and pioneered a new model for independent peer review as an integral part of its project evaluation. The new model continues to centre on the three key elements of HD's peacemaking work: professional judgment, project logic, and project results.



Adam Cooper, HD's Myanmar Country Representative, and Katia Papagianni, HD's Director of Mediation Support, met Daw Aung San Suu Kyi, Chairperson of the National League for Democracy, in Naypitaw, to discuss the country's peace process and the political dialogue that is to follow.

Another focus of the Mediation Support team's activities in 2014 was to continue its dynamic role in promoting collaboration and developing best practice among the peacemaking community. This included co-hosting the well-established Oslo Forum with Norway's Ministry of Foreign Affairs and publishing a series of six papers on topics relevant to the Forum. The 2014 papers included two papers in the 'Oslo Forum Papers' series (on effective mediation support, and on UN sanctions and peace negotiations), as well as four papers that were included in the briefing pack prepared for Forum participants: on identity, secession and conflict in South Sudan; UN crisis diplomacy and peacekeeping; managing military intervention in democratic transitions; and mechanisms for consensus-building and inclusive decision-making in Tunisia. In addition, the team took part in a number of other meetings aimed at improving co-ordination and the sharing of experiences with NGOs undertaking mediation, including the Mediation Support Network, the NGO Mediators' Group, and the European Peacebuilding Liaison Office.

Looking forward to 2015

Mediation Support will continue to provide a rapid-response surge capacity to support HD's field operations and to manage the delivery of in-house and external expertise. Work will also continue on developing in-house and peer review of HD's operations. At the same time, the Mediation Support team will promote collaboration among mediation practitioners by organising the Oslo Forum and regional retreats as well as by publishing its Mediation Practice Series and Oslo Forum Papers.

The 2014 Oslo Forum Engaging with radicals

One hundred of the world's leading mediators, conflict actors and decision-makers – nearly half of them women – assembled in Norway in June 2014 for the twelfth annual Oslo Forum. They included Kofi Annan, former United Nations Secretary-General; Jimmy Carter, former President of the United States; Catherine Samba-Panza, President of the Central African Republic; and Teresita Quintos Deles, Adviser to the President of the Philippines on the Peace Process. Three Nobel Peace Prize laureates were amongst the participants.

Meeting against a backdrop of mounting international alarm over the rapid advance of extremist ideologies and the massive suffering they have inflicted, the overarching theme of the Forum was 'engaging with radical groups'. A spirited debate tested the relative merits of talking to extremist groups like the Islamic State and Boko Haram. Those in favour argued that dialogue improves understanding of extremists' motivations and interests, and thus opens up additional policy options. Those against countered that dialogue with extremists can embolden them, lend legitimacy to their cause, and ultimately increase violence as more moderate forces are sidelined.

Another common thread running through many discussions was the geopolitical tension that currently typifies the international system. Stark divisions in the UN Security Council have left the international community hamstrung in the face of pressing crises. Additionally, participants observed that norms of international behavior are being increasingly challenged, including the doctrine of the Responsibility to Protect, the principle of non-aggression, and respect for the integrity of national borders.

On a more hopeful note, participants praised the historic breakthrough achieved in the Philippines last year with the signing of the Comprehensive Agreement on the Bangsamoro, which opens the way for an end to decades of conflict in the south of the country. In Colombia, peace talks between the Government and the FARC have made impressive progress, although delicate issues are still pending. Discussing Iran, participants



From left to right: Founder and Director of the African Leadership Centre, 'Funmi Olonisakin; Norwegian Minister of Foreign Affairs, Borge Brende; and Former Secretary-General of the United Nations, Kofi Annan.

observed, with cautious optimism, that international engagement had become more constructive since President Rouhani took office.

The Forum included a session on 'conflicted democracies' in which participants examined the phenomenon of popular uprisings against democratically-elected governments. Contributors suggested possible entry points for peacemakers concerned about preventing violence, including assistance with setting up strong institutions and dispute-resolution mechanisms, and provision of safe communication channels through which key actors can work towards political reform.

A session on national dialogues offered a valuable opportunity to exchange comparative lessons and experiences. South Africa's dialogue process was cited by some as a successful model that demonstrated the importance of being inclusive and well-prepared. However, participants also noted the danger that national dialogues can become mere 'talking shops'. They cautioned that the international community should be wary of calling for them as a 'magic formula' for bringing divided societies out of conflict.

Other topics discussed during the Forum included the use of force as a peacemaking tool; conflicts in the Central African Republic, Syria, and South Sudan; and sectarian rifts in the Muslim world.

As always, discussions at the Oslo Forum were rich and wide-ranging. The discreet format facilitated opportunities for sharing lessons and successes, building professional networks and advancing actual peace processes. Robust exchanges challenged accepted wisdom in various areas of peacemaking, encouraging the development of new approaches to difficult problems.



From left to right: HD's Director of Mediation Support, Katia Papagianni; Former Member of the Constitutional Drafting Commission of Yemen, Antelak Al-Mutawakel; Peace and Security Consultant, Stella Sabiti; and Founder of the Manipur Women Gun Survivors Network (India), Binalakshmi Nepram.

Humanitarian Mediation Programme Reaching those caught in war

In situations where conflict parties are not ready to negotiate peace, HD's Humanitarian Mediation Programme explores opportunities to bridge the gap with initiatives that help to protect, or alleviate the hardship faced by, civilian populations by opening up access for the delivery of aid or addressing the needs of displaced populations.

Such humanitarian initiatives perfectly complement HD's work on peace and violence reduction by opening and nurturing discreet channels of communication, developing contact networks with hard-to-reach groups, and building confidence between parties that can enable the start of a dialogue and lay the foundations for an eventual end to conflict.

In 2014, HD held regular meetings with a militant south Asian group to discuss humanitarian access and education, and worked on behalf of a global aid agency to assist with staff access to a number of conflict zones. Details of such projects are confidential but, more visibly, HD worked on various initiatives in Africa and Asia in 2014, including in South Sudan where the Humanitarian Mediation team facilitated a roundtable for representatives of UN aid agencies, non-governmental organisations and the UN Mission in South Sudan. This led to agreement on a number of action points for responding to the plight of displaced people sheltering in the UN compounds.

In Sudan, where HD has worked for many years at a variety of levels, the organisation provided technical advice and support to the Darfur Nomad Networks, comprised of groups from all five Darfur regions, on resolving four intertribal conflicts in North, Central and South Darfur which had resulted in the displacement of hundreds of thousands of people. The organisation has, in the past, helped the Networks to make contact with humanitarian organisations and, in 2014, it organised two workshops in Nairobi and one in Addis Ababa for up to 20 nomad representatives covering strategies for dealing with conflicts. In three of the conflicts, the engagement of representatives from the Networks

as mediators and facilitators led to cessation of hostilities and reconciliation agreements as well as follow-up reconciliation activities. In the fourth intertribal conflict, their engagement has resulted in the start of a mediation process.

In Darfur, the Humanitarian Mediation team also facilitated workshops with nomad women, some of them already experienced in mediation, to explore ways of bringing their experience and influence to bear on conflict mediation efforts. The women agreed on conflict resolution initiatives and requested further support.

In Asia, the main focus of attention in 2014 was on the regional fallout from the conflict between Rohingya Muslims and local Buddhists in Myanmar's Rakhine State which sent tens of thousands of people fleeing by boat to other parts of Southeast Asia. The issue not only generated a wave of illegal migration but exposed a rampant trade in people smuggling accompanied by severe abuse and heavy loss of life as flimsy smuggler boats foundered at sea.

To explore solutions, HD brought together senior officials from Myanmar and four of its neighbours in the region – Bangladesh, Malaysia, Thailand and Indonesia – for a series of regional dialogues. HD also brought a high-level delegation from Myanmar, including the Minister of Immigration, to Geneva for talks with a number of diplomatic Missions and



Mediation and reconciliation initiative between the Salamat and Misseriya tribes carried out by the Central Darfur Nomad Network, with the support of HD, May 2014.

international relief agencies. The talks focused on developments in Rakhine State and resulted in agreement on the need to balance humanitarian and development aid, open access to relief aid, and relocate displaced populations.

HD's Humanitarian Mediation Programme also continued hosting a series of informal roundtable sessions at its Geneva headquarters providing representatives of humanitarian agencies and senior diplomats with an opportunity to discuss a range of current challenges. In 2014, these included humanitarian no-go areas and the deteriorating situation in Myanmar's Rakhine State.

Looking forward to 2015

The Humanitarian Mediation Programme will continue to work on building the capacity of the Darfur Nomad Networks and Darfurian women to negotiate in intertribal conflicts. At the same time, in South Sudan it may engage with the leadership of rebel groups on protection of civilians and children. In Asia, it will also convene up to four more regional dialogues on the situation of the Rohingya population and seek regular discussions with stakeholders in Myanmar. As part of another regional initiative aimed at averting violent Buddhist extremism, HD will also support dialogue with influential Theravada Buddhists across Southeast Asia. In Geneva, it will continue to facilitate a series of closed-door roundtables to review pressing humanitarian challenges related to conflict areas.

A selection of HD's 2014 publications



Oslo Forum Papers Series

Effectively supporting mediation: Developments, challenges and requirements

By Stine Lehmann-Larsen

As mediation processes have developed, organisations have begun to see the value in

providing effective support for those in the negotiation room. In the third paper in the Oslo Forum Series, Stine Lehmann-Larsen explores the forms which this support can take and the benefits it can offer, even to experienced mediators. From providing technical expertise in the field to desk research, those supporting mediators and their teams can have a significant impact on the process. Ms Lehmann-Larsen ends with a call to those involved in mediation support to raise awareness of its benefits.



Mediation Practice Series

Broadening participation in peace processes

By Thania Paffenholz

Broadening a peace process to include more people, groups or organisations offers the potential for getting broader buy-in for any subsequent

agreement and establishing a more sustainable sense of peace. However, more people involved in a process may also make it more difficult for mediators to manage and more difficult to create consensus. In this publication, the fourth in HD's Mediation Practice Series, Thania Paffenholz recognises the dilemma which mediators face when they have the chance to decide who is, and isn't, part of the process. Dr Paffenholz consequently outlines the benefits of broadening participation and provides nine models for increasing the number of people involved in a peace process – from adding chairs round the table to taking account of demonstrations of public will.



Mediation Practice Series

Conflict Analysis: the foundation for effective action

By Konrad Huber

By carefully considering the political, economic and social context surrounding a conflict as well as the main groups involved in it, a mediator

can be well prepared before taking a step into the negotiation room. In this fifth publication in HD's Mediation Practice Series, Konrad Huber identifies seven elements which can, when combined, provide a thorough analysis of a conflict. As well as considering the context and the people involved, these elements include drawing lessons from previous peacemaking efforts, identifying the issues for negotiation as well as potential issues around implementation, finding the right sequence for the peace process, and considering comparative experiences from other conflicts.



From the Nakuru County peace accord (2010-2012) to lasting peace

By Alice Wairimu Nderitu

This case study provides a first analysis of the successful mediation process which took place in 2012 between two Kenyan communities who had

taken up arms against each other in the wake of the disputed Kenyan 2007 General Elections. The Nakuru County Peace Accord – which was signed in August 2012 and which resulted from this mediation process – helped ensure that, for the first time since 1992, a peaceful election took place in 2013. Written by Alice Wairimu Nderitu, one of the mediators and a member of the Kenyan National Cohesion and Integration Commission (NCIC), the case study offers both historical context for the conflict and a first-hand perspective on the peace process. The publication concludes with some lessons drawn from the process, including the challenge of securing peace and justice, as well as recommendations for ensuring the durability of the Peace Accord and using the Nakuru County approach to foster peace between other communities in Kenya.

Governance and finances

The Board A firm foundation for HD

As the supreme authority of the Foundation, the Board sets HD's mission and strategy while overseeing the running of the organisation by the Executive Director and the Senior Management Team.

HD's Board is currently made up of eleven members who contribute their time on a voluntary basis and in a private capacity. The Board meets three times a year and is complemented by three sub-committees on specific strategic areas.

The Audit and Finance Committee oversees the administration of HD's finances, while the Operations Committee monitors its operational work. In 2014, a Nominations Committee was added which will focus on identifying new candidates for Board membership. Supervised by the Board's Vice Chair and supported by the Executive Director, the Committee will seek new Board members who can bring complementary skills and experience to the oversight of the organisation's operations.

HD has been fortunate in its ability to attract Board members with an impressive wealth of experience across areas which are crucial to its work in particular in the fields of diplomacy, conflict resolution, international affairs and finance.

In 2014, the Board's Vice Chair, Ambassador Ellen Margrethe Løj, stepped down from her position following her appointment as the UN Secretary-General's Special Representative and Head of the United Nations Mission in South Sudan.



Mr Jean-Marie Guéhenno – Chairman

Mr Guéhenno is President of the International Crisis Group, a position he took on in 2014. He is also a non-resident Senior Fellow at the Brookings Institution. Prior to this, he was Arnold Salzman Professor of Professional Practice at Columbia University and Director of its Center for International Conflict Resolution. From March to July 2012, Mr Guéhenno held the position of Deputy Joint Special Envoy of the United Nations and the League of Arab States on Syria, a position he left to chair a Commission appointed by President François Hollande to review French defence and national security policies. He had previously served as United Nations Under-Secretary-General for Peacekeeping Operations between 2000 and 2008. A former French diplomat, he served as Director of the French policy planning staff and as Ambassador to the Western European Union. He also held the position of Chairman of the Institut des hautes études de défense nationale between 1998 and 2000, and he was a Member of the Cour des Comptes in Paris from 1976 to 2000. Mr Guéhenno is an Officer of the 'Légion d'honneur' and a Commander of the 'Bundesverdienstkreuz'. He was elected Chairman of HD's Board in late 2010.



Mr Jermyn Brooks – Chairman of the Audit and Finance Committee

Mr Brooks is the former Executive Director and Chief Financial Officer of the anti-corruption civil society organisation Transparency International. He served on Transparency International's Board of Directors from 2003 to 2006 and again from 2011 to 2014. Mr Brooks continues to support the organisation's work to improve corporate transparency and integrity. Mr Brooks was also the initial independent chair of the Global Network Initiative until 2014. He is a former worldwide Chairman of Price Waterhouse and took a key role in the merger negotiations which resulted in the company becoming PricewaterhouseCoopers in 1998. Mr Brooks has been a member of HD's Board since 2011 and he is the current Chairman of the Audit and Finance Committee.



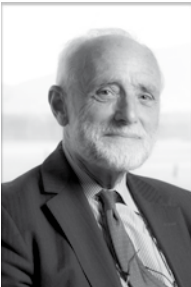
Mr Espen Barth Eide – Chairman of the Operations Committee

Mr Eide is United Nations Special Adviser on Cyprus as well as Managing Director at, and a Member of the Managing Board of, the World Economic Forum (WEF) in Geneva. He leads the WEF's Centre for Global Strategies. Until October 2013, Mr Eide was Norway's Minister of Foreign Affairs. From 2005 to 2013, during the second Stoltenberg Government, he also held the positions of Minister of Defence, Deputy Minister of Foreign Affairs and Deputy Minister of Defence. In addition, he served as Deputy Minister of Foreign Affairs in the first Stoltenberg Government from 2000 to 2001. Apart from his posts in government, Mr Eide has pursued an academic career in political science. From 1993 to 2000, he was a Senior Researcher at the Norwegian Institute of International Affairs (NUPI) and from 2002 to 2005, he directed NUI's Department of International Politics. He has been involved in several United Nations reform and lessons-learned activities as well as a number of peace negotiations worldwide. Mr Eide has been a member of HD's Board since 2013 and he is the current Chairman of the Operations Committee.



Mr Neil Janin

Mr Neil Janin is a Director Emeritus of McKinsey & Company and currently counsels senior executives on matters of strategy and leadership. He spent twenty-seven years with McKinsey & Company, conducting engagements in every area of organisational practice – design, leadership, governance, performance enhancement, culture change and transformation. In addition, as co-Chairman of the Commission of the French Institute of Directors (IFA), he authored a position paper on the responsibilities of the board of directors with regards to the design and implementation of a company's strategy. Before joining McKinsey & Company, Mr Janin worked for Chase Manhattan in New York and Paris, as well as Procter & Gamble in Toronto. Mr Janin has been a member of HD's Board since 2013. He also sits on the Boards of a number of other profit and not-for-profit organisations and he is the current Chairman of the Board of the Bank of Georgia.



Dr Jakob Kellenberger

Dr Kellenberger was President of the International Committee of the Red Cross (ICRC) from 2000 to 2012. A former State Secretary for Foreign Affairs and Head of the Directorate of Political Affairs in the Swiss Foreign Ministry from 1992 to 1999, he has also served in Swiss embassies in Madrid, Brussels and London. Between 1984 and 1992, he headed up the Office for European Integration, serving first as a Minister and later as an Ambassador with responsibility for relations with the European Union and the European Free Trade Association. Dr Kellenberger teaches at the Graduate Institute of International and Development Studies in Geneva and in the Law Faculty at the University of Salamanca in Spain. In addition to being a member of HD's Board since 2012, Dr Kellenberger is President of the Board of swisspeace, an Honorary Member of the American Society of International Law, as well as a member of the Advisory Panel for Swiss Re and of the Council for the Future of Europe. Dr Kellenberger was awarded the 'Grosses Verdienstkreuz mit Stern' in 2012 and appointed Commander of the Légion d'honneur in 2013.



Ms Irene Khan

Ms Khan is the Director-General of the International Development Law Organization (IDLO), a position she formally took up in January 2012. An international thought leader on human rights, gender and social justice issues, Ms Khan was Secretary General of Amnesty International from 2001 to 2009. Prior to that, she worked for the United Nations High Commissioner for Refugees for 21 years at its headquarters and in various field operations. She was also Visiting Professor at the State University of New York Law School (Buffalo) in 2011. Ms Khan is a member of the UNAIDS High Level Commission on HIV Prevention and she sits on the Boards of several international human rights and development organisations. She received the Sydney Peace Prize in 2006 for her work to end violence against women and girls. Her book, *The Unheard Truth: Poverty and Human Rights* has been translated into seven languages.



Ambassador Raymond Loretan

Ambassador Loretan is Chairman of the Board of the Swiss broadcasting corporation (SRG SSR) as well as a founding partner of the consulting firm Fasel Balet Loretan Associés. A former Swiss Ambassador and Diplomatic Secretary to the Swiss Secretary of State for Foreign Affairs, Ambassador Loretan also worked as personal adviser to the Minister of Defence and of Justice and Police. He was Ambassador of Switzerland in Singapore and Consul General in New York, and served as Secretary-General of the Swiss Christian Democratic Party from 1993 to 1997. Ambassador Loretan has been a member of HD's Board since 2011 and he is also Chairman of the Genolier Swiss Medical Network Group, as well as a member of the Boards of several other companies.



Dr 'Funmi Olonisakin

Dr 'Funmi Olonisakin directs the Security, Leadership and Society Programme at King's College in London. She is the founding Director of the African Leadership Centre and a founding member of the African Security Sector Network (ASSN). She served as the ASSN's West African Regional Coordinator from 2008 to 2012. From 2003 to 2013, she was Director of the Conflict, Security and Development Group at King's College. From 2000 to 2003, she worked in the Office of the United Nations Special Representative of the Secretary-General on Children and Armed Conflict in New York, overseeing Africa programmes. Prior to this, she held various research positions including at the Centre for Defence Studies and the Department for War Studies at King's College; at the Institute for Strategic Studies in the University of Pretoria, South Africa; and at the Department of Political Science at the University of Lagos, Nigeria. Dr Olonisakin is also a member of the International Advisory Board of the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and a Distinguished Fellow of the Geneva Centre for Security Policy.



Dr Surin Pitsuwan

Dr Pitsuwan is the former Secretary-General of the Association of Southeast Asian Nations (ASEAN), a position he held from 2008 to 2013. Prior to this, he served as the Minister of Foreign Affairs for Thailand from 1997 to 2001 and the Deputy Minister of Foreign Affairs from 1992 to 1995. He has also served as Assistant Secretary to the Minister of the Interior, as well as a Member of the Thai Parliament. From 2001 to 2003, he was a member of the Commission on Human Security of the United Nations. Between 1999 and 2001, he served as an advisor to the International Commission on Intervention and State Sovereignty and sat on the International Advisory Board of the Council on Foreign Relations in New York. Since the end of his term as ASEAN Secretary-General, Dr Pitsuwan has been teaching at several universities including Thammasat University in Thailand, the Graduate Institute for Policy Studies at the University of Nara in Japan, and the Oxford Centre for Islamic Studies in the United Kingdom. He currently sits on the Boards of the United Nations Trust Fund for Human Security and the International Crisis Group.



Dr Ghassan Salamé

Dr Salamé is the founding Dean of the Paris School of International Affairs and Professor of International Relations at Sciences Po in Paris. Dr Salamé was a Senior Advisor to the United Nations Secretary-General from 2003 to 2006, and Political Advisor to the United Nations Mission in Iraq in 2003. From 2000 to 2003, he was Lebanon's Minister of Culture, as well as Chairman and Spokesman of the Organisation Committee for the Arab Summit (March 2002) and of the Francophone Summit (October 2002) in Beirut. Dr Salamé has been a member of HD's Board since 2011 and presently sits on the Board of various organisations including as co-Chair of the International Crisis Group's Board of Trustees. He is the founding Chairman of the Arab Fund for Arts and Culture (Beirut).



Mr Olivier Steimer

Mr Steimer has been the Chairman of the Board of the Banque Cantonale Vaudoise since 2002. He is also the Chairman of the Foundation Board of the Swiss Finance Institute as well as Vice-Chairman of the Bank Council of the Swiss National Bank. From 1983 to 2002, Mr Steimer held various positions with Credit Suisse Group in domestic and international banking including roles as Head, Geneva Region; Member of the Executive Board, Private Banking and Financial Services; and Chief Executive Officer, Private Banking International. Mr Steimer has been a member of HD's Board since 2009 and he is also a member of the Boards of economiesuisse, Avenir Suisse, ACE Ltd, Allreal Holding AG, and the Swiss Federal Institute of Technology.



Dr Javier Solana – HD's Honorary President

Since 2010, HD has been honoured to have Dr Javier Solana as its Honorary President. Dr Solana is the former Secretary-General of the Council of the European Union and former High Representative for the Common Foreign and Security Policy (1999 to 2009). He was Secretary General of the North Atlantic Treaty Organisation (NATO) from 1995 to 1999, and Spain's Minister for Foreign Affairs from 1992 to 1995. Dr Solana is currently President of the ESADE Center for Global Economy and Geopolitics, Distinguished Fellow in Foreign Policy at the Brookings Institution, and a member of the Boards of the International Crisis Group, the European Council on Foreign Relations, and Human Rights Watch.



The Villa Plantamour, HD's head office.

Funding & finances

With the human toll of conflict-related crises hitting levels unseen since World War II, international demand for strategies to mediate conflict, defuse or avert violence, and open up access for humanitarian aid to victims of conflict is drawing HD into wider and more diverse forms of engagement across the globe.

As a result, HD's portfolio of projects and programmes grew from 25 in 2013 to 35 in 2014. HD is working at the heart of some of the world's most complex and dangerous conflicts in Libya, Syria and Ukraine as well as in other settings in need of creative initiatives to break through political, ethnic or sectarian barriers, connect conflict parties, and create space for humanitarian agencies to relieve suffering.

The widening scope of HD's operations has been made possible by the generous support of its donors. Despite the difficult global financial conditions of recent years and heavy pressure on funding sources, donors' continuing confidence in the quality and management of HD's operations resulted in an 8% rise in income to CHF 24.3 million in 2014.

Thanks to such support, HD expects to add a number of additional operations to its portfolio in the course of 2015, including in a small number of contexts where it has not previously been active. However, HD only deploys where its experience – reinforced by rigorous assessment and review of project proposals and performance – give it confidence that it can make a positive difference and deliver results. In some contexts, HD recognises that results may best be achieved by the organisation taking a support role, assisting other peacemaking initiatives with technical expertise on process and/or substance as required.

Approximately a quarter of HD's funding in 2014 came in the form of institutional support from a group of six governments: Norway, the Netherlands, Sweden, Switzerland, the United Kingdom, and Denmark. The availability of these institutional funds underwrites HD's ability to perform a range of tasks that are essential to its operational effectiveness, including field analysis as well as project evaluation and review.

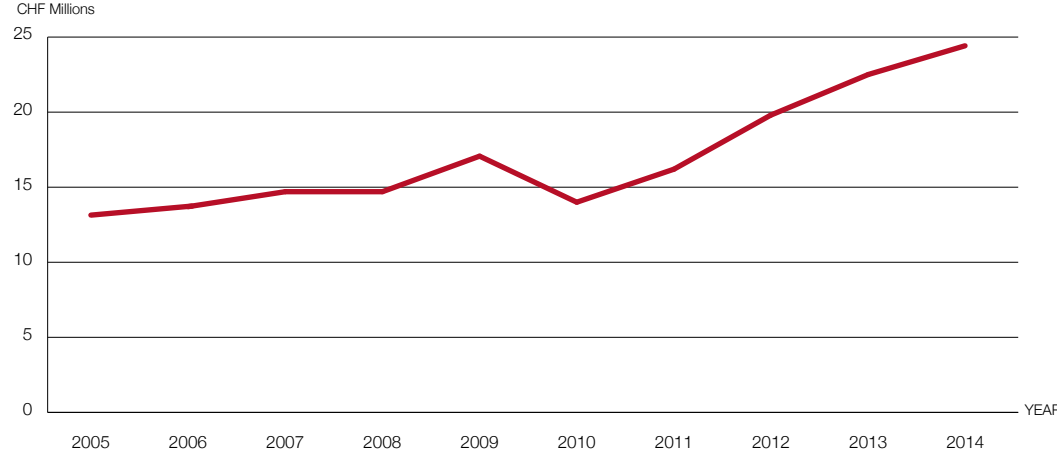
Three-quarters of HD's financing, however, is tied to its projects in Africa, Asia, Eurasia and the Middle East and North Africa. Countries providing institutional funds also contribute project financing, but crucial support comes from the European Union for key programme funding and from a number of additional government and non-state donors. Governments supporting HD projects in 2014 included Australia, Canada, Finland, Germany, Ireland, Liechtenstein, and the United States.

A growing list of foundations and other organisations have also contributed funding for HD's projects in 2014. The organisation benefitted once again from the support of the Adessium Foundation, the Foundation for the Third Millennium, Humanity United, the International Committee of the Red Cross, the Open Society Institute, the George Soros Foundation, and the United States Institute of Peace. In 2014, HD was also fortunate to receive new support, including from the Finn Church Aid Foundation, Fondation Hoffmann, and the Loterie Romande.

HD is also grateful to the City of Geneva which underscores its role in international and humanitarian affairs by allowing it to work from headquarters in the Villa Plantamour.

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HD's revenue - 2005-2014



Swiss partnerships

As an international private diplomacy organisation with its headquarters in Geneva, HD holds many values – including independence, impartiality and discretion – in common with its host country. Switzerland has a long tradition of offering its good offices to others in times of conflict, and of hosting discreet peace talks on its soil. HD offers similar – complementary – support and much of its work would not be possible without Switzerland's support in discreetly convening those in conflict.

HD demonstrates its greatest value by quietly using the tools of private diplomacy to fill critical gaps in the international peacemaking system, working with conflict parties who can be hard for other diplomatic actors to reach and on issues which may be insoluble through traditional peacemaking channels. HD's initiatives also complement Switzerland's approach in specific areas such as mediation support, preventing violence associated with elections, and promoting the participation of women in peace processes.

The Swiss Government has supported HD since its inception through an annual core grant, which is essential to the organisation's capacity to function effectively out of Geneva. The Directorate of Political Affairs within the Swiss Federal Department of Foreign Affairs (FDFA) also oversees programme funding for a range of HD's activities each year which gives it the necessary support to carry out conflict-specific work; it also enables a closer relationship between HD's representatives and the FDFA's own staff in the field.

In 2014, HD also received funding from a number of Swiss institutions, including the Loterie Romande in support of an initiative to address risks to stability in Central Asia. HD was also supported by the Fondation Hoffmann in some of its activities and hopes to strengthen those links further in 2015.

As a Geneva-based organisation, HD maintains close ties with the city which witnessed its birth, and it has greatly benefitted from Geneva's reputation as a centre for international diplomacy, peacemaking and humanitarian affairs.

The organisation enjoys close and co-operative relationships with the political and humanitarian agencies of the United Nations. It develops these relationships through its Humanitarian Mediation Programme, which hosts influential problem-solving workshops in Geneva to enable UN agencies and diplomatic Missions to address pressing humanitarian issues. These close institutional connections contribute to HD's field-level relationships with UN agencies around the globe.

HD also continues to cultivate a close relationship with the International Committee of the Red Cross (ICRC) and benefits from exchanges at both the executive and operational levels. In some cases, HD has been able to help the ICRC negotiate with conflict parties to allow humanitarian access while the ICRC has provided field security training for HD staff. Both organisations also jointly consider how to improve their internal learning and results reporting practices. The ICRC was one of nine organisations involved in HD's roundtable on evaluation and results reporting in October 2014. The ICRC continues to work with HD on the development of innovative evaluation models for the conflict management sector and HD is also helping the ICRC to refine the strategy of its proposed 'Centre of Competence in Humanitarian Negotiation'.

HD has also developed a strategic partnership with Geneva's Graduate Institute of International and Development Studies, contributing to the Institute's seminars and sharing field experiences with the students and faculty. In turn, the Institute is assisting HD in developing its internal learning programme through the development of case studies.

The organisation also maintains strong strategic relationships with a whole range of Swiss-based NGOs including Interpeace, swisspeace, the Center for Security Studies, the Geneva Peacebuilding



From left to right: HD's Executive Director, David Harland; artasfoundation's Executive Director, Dagmar Reichert; and Mayor of the City of Geneva, Sami Kanaan.

Platform, the Geneva Centre for Security Policy, Geneva Call, the Kofi Annan Foundation, the World Economic Forum, and PeaceNexus, as well as numerous humanitarian NGOs.

Geneva provides both an inspiring and an immensely practical setting for the organisation's activities. The authorities of the City actively support HD's work, not least through the provision – as an in-kind contribution – of the Villa Plantamour as the organisation's headquarters. Strategically located close to many other international organisations and diplomatic Missions, the Villa and its conference rooms offer a convenient setting for discreet consultations with conflict parties or brainstorming sessions with donors, policy makers and peers in the peacemaking sector.

Since 2012, the Villa's walls have also been host to two art exhibitions on the theme of "Art & Peace". These exhibitions are the result of a partnership between HD and another Swiss organisation, the artasfoundation for peace, which investigates how art can support conflict mediation and peacebuilding. The current exhibition is officially supported by the City of Geneva, and explores the contribution of art to peacemaking and peacebuilding through the work of two artists: the drawings of Swiss artist, Silvia Bächli, who has previously represented Switzerland at the Biennale di Venezia, and the pictures of Dutch photographer, Lidwien van de Ven, who recently won the 2014 Dolf Henkes Award. The opening of the exhibition took place on 20th November, 2014 in the presence of the Mayor of the City of Geneva, Mr Sami Kanaan.

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