



Centre for
Humanitarian
Dialogue

Mediation for peace

Strategy 2015 - 2018

Mission

Prevent, mitigate and resolve armed conflict through
dialogue and mediation.

Values

Humanity, Impartiality, Independence

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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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1 | HD's unique value

The Centre for Humanitarian Dialogue 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.

Strategy beacons:

- | | |
|------------------|--|
| AGILE | → Fast and adaptive engagement |
| GLOBAL | → Worldwide networks, knowledge and reach |
| RESPECTED | → A trusted, principled partner |
| EXPERT | → Leading in knowledge of conflict and peace processes |
| EFFECTIVE | → Driven by measurable results |

HD mediates directly between conflict parties, providing a confidential space for them to explore options for a negotiated settlement. It also supports the work of other mediators, assists direct negotiations between conflict leaders, and cultivates opportunities for future peacemaking. In wars, uprisings, contested election outcomes, and potentially violent political transitions, HD helps conflict parties to create workable solutions. It has established a strong track record in facilitating durable agreements over the last fifteen years.

HD demonstrates its greatest value by quietly using the tools of private diplomacy to fill critical gaps in the international peacemaking system.

This means working with conflict parties that can be hard for other diplomatic actors to reach, on issues or impasses that may be insoluble via traditional channels. To do this successfully, HD takes calculated risks that some larger organisations cannot, and engages earlier and less visibly than some other diplomatic or humanitarian actors. Once other third parties are able to facilitate a peace process more effectively than HD, the organisation steps back and supports their role.

HD facilitates discreet negotiations with rebel movements, irregular armed groups, and extremist organisations, along with political movements, governments, and civil society. Where necessary, HD supports these private diplomacy interventions with multi-track initiatives such as capacity-building, training, community consultations, or grassroots consensus-building.

2 Who we help

HD strengthens the international peacemaking system by starting peace processes that may not be possible through traditional channels, and then supporting ongoing negotiations towards a successful outcome.

HD helps conflict party leaders faced with pressing problems to open new lines of communication, obtain substantive expertise, and start discreet multi-level negotiations with opposing and supporting groups, exploring options for violence reduction or peaceful settlement.

HD helps stakeholders bearing the cost of conflict to identify the benefits of non-violent resolution, and find appropriate channels to support negotiated solutions.

HD helps other mediators in complex situations to facilitate effective and expertly-informed peace processes.

The ultimate beneficiaries of HD's action are the victims of armed conflict.

The 2012 decision to expand HD's presence in West Africa and to pursue pilot projects in Eurasia was a success. By 2014, HD had projects in the Central African Republic, Mali, Nigeria, and Senegal. Ten projects in Africa represent 20 per cent of HD's 2014 operational budget. In 2014, three pilot projects in Eurasia also account for 14 percent of the 2014 operational budget, fulfilling the 2012 commitment to explore additional opportunities in that region. In 2014 this included early intervention in Ukraine to open new channels for communication between the west and east of the country. This growing reach and impact has meant that HD's total number of projects has grown to 35, while funding has increased to CHF 25 million in 2014.

Under the 2012 strategy, HD demonstrated its commitment to leadership in the field through collaboration and the sharing of experiences. The organisation strengthened the practice of mediation through the annual Oslo Forum, along with sector-wide networks such as the NGO Mediators Network and ad hoc collaborative events for both donors and practitioners addressing issues of importance in the field. It remains an active member of the Mediation Support Network.

Under the 2012 strategy, HD facilitated or supported 29 peace and violence-reduction agreements.

Key management processes have also been strengthened. Enhanced financial controls and processes have been implemented, and internal and external audits have proven them to be sound. Improved financial management software has been introduced, and a streamlined project cycle has strengthened management oversight of operations. A new monitoring and evaluation approach has enhanced organisational learning and accountability, and has been shared with donors and practitioner organisations across the sector. The organisation's people are being held to high standards of professionalism and accountability through regular reporting to management, aligned against project objectives and the HD Charter.

HD's mission remains of critical importance: to prevent, mitigate, and resolve armed conflict through dialogue and mediation. Its core values of humanity, impartiality and independence continue to provide operational clarity in a field of moral hazard. As the organisation looks towards 2015 and beyond, the fresh strategic approach outlined in this document will build on this foundation and assure the impact of HD's work: mediation for peace.

3 Implementation of HD's 2012 strategy

HD's 2012 strategy has been successfully implemented, enabling the organisation to consolidate, grow and develop. HD has been strengthened and has adapted, enhancing its position as one of the world's leading actors in the field of private diplomacy.

This success can be seen in the organisation's results. Under the 2012 strategy, HD facilitated or supported 29 peace or violence-reduction agreements.

Decentralisation to four regional hubs has proven to be a strong model for growth. Greater reach has been achieved in Africa, Eurasia, the Middle East and North Africa, complemented by the continuation of a strong presence in Asia.

Forecasting the operational landscape: Trends for 2015-2018

After two decades of expanding peace, the world is experiencing an upswing in violent conflict. Two trends are evident within this upswing, and both appear likely to continue, or even accelerate, in the near future.

The first is the cycle of revolutions, fragmentation and counter-revolutions that began with the Arab Spring. These revolutions were largely leaderless expressions of frustration, facilitated by social media networks. This pattern of instability and armed conflict has already expanded into other regions, and is projected to continue throughout the period covered by this strategy. Where national and provincial governments are weak, they will be unable to fulfil popular demands and will be more vulnerable to social unrest. In situations shaped by varying sources of dissent and dissatisfaction, elections – or the prospect of elections – will no longer prevent sizable nations from hurtling towards violence and the possibility of civil war.

The second trend projected to drive conflict in 2015-2018 is the return of geopolitics. Conflicts in Ukraine and Syria will continue to be influenced by wider differences between Russia and the West. Conflicts across the Middle East and North Africa will reflect wider struggles between Sunni and Shia, and contested ideals within the Sunni world. Tensions in the East and South China Seas are structurally linked to China's rise, and are likely to expand. The quarter century that followed the end of the Cold War was largely free of geopolitical contention. That 'end of history' period is over.

Each of these two main trends will exacerbate the effects of the other. Diverse sources of conflict, ranging from extremist ideology to contested natural resources, will be aggravated by the increasing tensions between powers at the regional and global level, hampering traditional multilateral responses.

The merging of great power interests with local-level and regional-level struggles will also result in a scarcity of peacemaking actors who remain credibly independent and impartial. Heightened geopolitical stakes will increase the need for alternative diplomatic

channels offering genuine impartiality, independence and discretion when exploring options for the peaceful resolution of conflict.

In 2015-2018, unresolved armed conflicts will continue to feed the cycle of poverty, disease and refugee flows, and will create ungoverned spaces that favour terrorism and international crime. Non-state actors will compete for territory and resources formerly controlled by states. New armed groups will capitalise on these governance vacuums, including ideological extremists such as ISIS – unusual as an extremist group with the aspirations, and some of the capacities of, a state, and the most visible manifestation of a major transition underway within Islamic jihadism.

The rise of extreme ideologies and criminal conduct among combatants will pose increased risks for humanitarian actors, and create insecurity for diplomatic initiatives in the field. Guarantees of security for humanitarian and diplomatic access are more likely to be negotiated on a case-by-case basis than to be granted in principle, and humanitarian efforts to address epidemics and public health emergencies will be obstructed by armed conflict.

Increasing volatility in markets and political relationships, the abundance of unreliable information, and the interlinked effects of crises, will combine to create an operational environment favouring the success of only the most informed and agile organisations.

Unresolved armed conflicts will continue to feed the cycle of poverty, disease and refugee flows.

This volatility will be complicated by the increasing ability of state and non-state actors to act anonymously on a large scale: significant trade and financial flows may remain hidden, while military interventions, cyber-attacks and even invasions will be carried out under the cover of anonymity. State-sponsored information sources will report unreliable, and diametrically opposed, accounts of key conflict events, obstructing the formulation of a coherent international response.

Some conventional diplomatic channels will struggle to provide the reach, the insight or the speed to respond to rapidly escalating crises or to seize new opportunities to address frozen conflicts. New networks will be required to complement existing lines of communication, particularly with the most isolated and extreme of combatants. Effective peacemakers will succeed because their networks traverse the boundaries of politics, business, diplomacy, and security, linking diverse actors across regions, cultures and ideologies.

Increasing competition for the peacemaking role will continue to refine the field, and resources will be allocated to only the most effective organisations. Faced with increasing demands for accountability and more limited budgets, some donors will look to longer term strategic funding arrangements to engage more effectively in the peacemaking field, while others will outsource to large-scale consortia. Demonstrating value for money and real, measurable results will remain an imperative for peacemakers.

5 | HD's peacemaking method

HD works mainly in the early-to-middle phases of the conflict cycle. It engages before conflict erupts in an effort to prevent its outbreak; during conflict to mobilise peace efforts; and it assists the conclusion of agreements to reduce violence. Its work focuses on the needs of the peace process and is directed towards advancing the prospects for lasting peace.

HD follows a four-step peacemaking method:

- 1. Analysis**
- 2. Access**
- 3. Engagement**
- 4. Exit**

Analysis – understanding conflict dynamics, knowing the moment

HD analyses emerging or intractable conflicts to determine whether a negotiated settlement might be possible, and what might be the necessary conditions for its success. Relevant factors include the presence of other peacemaking or stabilisation initiatives, experiences of past mediation efforts, changes in the sources of conflict or the factors that sustain it, and the introduction of new conflict protagonists. HD's networks and expertise inform this analysis, building on a field assessment conducted by a small and expert team.

The analysis conducted by HD teams enables the organisation to recognise, and quickly respond, when the moment is ripe. Conflicts that become amenable to a negotiated settlement may, for example, involve an asymmetric power balance, a mutually costly stalemate, an emerging mutual threat, or a complex combination of other incentives that tip the balance in favour of a peaceful resolution. Amenable conflict parties will typically be seeking solutions to pressing problems, and will be backed by a network of political supporters and influencers.

Access – reaching even the most isolated conflict parties

When the need for HD's intervention is confirmed, the HD team will contact each conflict party in a deliberate sequence, making use of networks established during the analysis phase. With violent or extremist individuals, HD uses 'progressive proximation' techniques. Physical meetings usually occur in a location away from direct conflict and, if necessary, using a trusted intermediary.

HD's values of humanity, independence and impartiality are critically important in gaining access to conflict actors in politically-sensitive situations. At the 'access' phase of the peacemaking process, HD works to gain the confidence of each conflict party with a transparent explanation of its mission and values, presenting the organisation's proven ability to create secure and confidential spaces for negotiation.

Engagement – direct mediation, or support to other mediators

Where successful, HD's field analysis and early access will result in the direct engagement of the conflict parties in mediation, dialogue, or facilitated negotiation. Where HD is best placed to facilitate, it retains the mediation or facilitation role. In other cases, the HD provides support to other mediators or institutional guarantors. The sole criterion for the allocation of roles is the interests of the peace process.

The direct mediation or facilitation role involves HD staff, Senior Advisers, or influential figures close to the organisation functioning as an impartial and independent third-party, according to the needs of the process. The profile of the mediator depends on the context in each case. When filling the mediation or facilitation role, HD responds to the invitation of the parties, acting on a clearly conferred mandate.

When providing support to other mediators, HD may provide expert advice on substance or process, liaise between multiple third parties working on different mediation tracks, create and sustain an international contact group, or support the involvement of humanitarian or diplomatic actors.

HD may also provide expert support on both process and substance to assist direct negotiations between conflict parties,

6 | HD's interlocutors

without interference. The support provided by HD to parties who are negotiating directly is characteristically impartial, independent, discreet, and expert.

Exit – from mediation to monitoring and analysis

In most contexts in which HD works, violent conflict is either recurrent or chronic. These conflicts may realistically take 15 to 30 years to resolve (and longer where conflict re-escalates during the recovery phase). This means that HD must continually assess the best moment to exit from its peacemaking role, while maintaining an ongoing, low-key presence in the conflict area.

HD scales down its involvement once it has delivered its greatest possible value. Where HD's intervention has created significant progress towards peace, the organisation passes the baton to local and international actors that are able to continue the long term work of reconstruction and reconciliation. In some cases, changes in the conflict context may prevent further movement towards peace through mediation or dialogue. In these situations, HD returns to the analysis and access phases of its peacemaking method, seeking new opportunities for effective peacemaking interventions.

HD's extensive networks among local and international actors provide a reliable basis for the handover of successful peacemaking processes. By continuing to cultivate its networks following a peacemaking intervention, HD maintains analytical insight into, and a low-key presence within, conflict-affected regions. This allows it to intervene quickly in the future to prevent, mitigate or resolve re-emerging conflicts.

Successful peace processes require the engagement of all conflict parties, without bias or discrimination. HD therefore engages impartially with all those who are close to, or participating in, conflict, and also with others engaged in responding to the conflict.

In practice, this means that HD works closely with three main groups:

- conflict party leaders, commanders and high-level representatives, to introduce and promote the benefits of non-violent resolution of the conflict.
- conflict stakeholders and influencers in all sectors and at all levels, to test and promote support for negotiated solutions.
- other mediators and dialogue facilitators (both individual and institutional), to provide substantive and process expertise, and to promote the sharing of experience across the sector.

Conflict parties

HD works with conflict parties, including all levels of political and military leadership, combatants, and their supporters. The organisation carefully builds relationships of trust with interlocutors who have the potential to contribute to the prevention, mitigation or resolution of armed conflict.

Even where political settlement might be identified as an option for one or more sides, conflict parties are frequently unable to open new channels of communication with opposing armed groups and their sponsors. Where negotiations require multi-level co-ordinated dialogue to succeed, or a combination of high-level political and military support, conflict parties may be unable to progress with initial contacts, even if a peaceful settlement holds value for all sides. Where dialogue is possible, conflict parties face a wide range of challenges and have specific needs that require expert knowledge and assistance – on issues from ceasefire monitoring methods to mechanisms for sharing natural resources.

The organisation provides an impartial and independent channel for communication.

HD addresses these needs by identifying, and discreetly presenting, options to reduce violence and promote peace. The organisation provides an impartial and independent channel for communication, while also offering significant expertise to assist conflict parties to engage effectively in negotiation.

Conflict stakeholders in multiple sectors

HD works with conflict stakeholders who have the potential to contribute to the prevention, mitigation or resolution of armed conflict. These include humanitarian actors, civil society representatives, women's groups, religious leaders, businesses, and those leading ethnic or tribal groups. HD assesses the benefits of widening or narrowing stakeholder participation in each phase of a peace process.

Like the conflict parties themselves, some otherwise influential stakeholders in a conflict may not be able to identify the benefits of a political settlement unless the prospect is presented in a persuasive and impartial manner. Once the benefits of peace are identified, informed stakeholders may then exert influence in support of a negotiated settlement. However, this positive influence may be blocked if stakeholders are unable to access reliable and discreet channels of communication with high-level political and military leaders.

HD addresses these needs by establishing trusted contacts among the stakeholders to a conflict, then identifying and discreetly presenting options for reducing violence and promoting peace. While the stakeholders may not be the ultimate signatories of a ceasefire or peace agreement, they will often hold the key to the successful implementation and sustainability of these agreements.

Other mediators and dialogue facilitators

HD works to support other mediators and dialogue facilitators, both individual and institutional. Officially mandated mediators do not typically possess all of the expertise required to address the multitude of issues that may arise during mediation.

HD addresses these needs directly by providing other mediators and facilitators with expert mediation support. The organisation delivers timely, high quality, expertise on specific technical issues, and draws on deep comparative experience in mediation process design. Where requested, HD also seconds its staff in support of mediation processes led by other third party actors.

HD also addresses these needs indirectly by facilitating the exchange of experience and knowledge between mediators across the sector. The organisation promotes the collaborative sharing of knowledge

through the annual Oslo Forum, co-hosted with Norway's Ministry of Foreign Affairs. It also convenes focused roundtable events, and participates in networks such as the Mediation Support Network and the NGO Mediators Group (which was founded by HD). By creating collegial platforms for the exchange of experiences, HD contributes to the ongoing professionalisation of the mediation field.

7

Strategy for 2015-2018: Increasing HD's value

Five catchwords reflect the strategic advantage of HD for 2015-2018: *Agile, global, respected, expert, and effective*.

Like navigation beacons, these five words will provide guidance and points of reference for decision making at all levels. HD will ensure that these sources of strategic advantage are protected and enhanced.

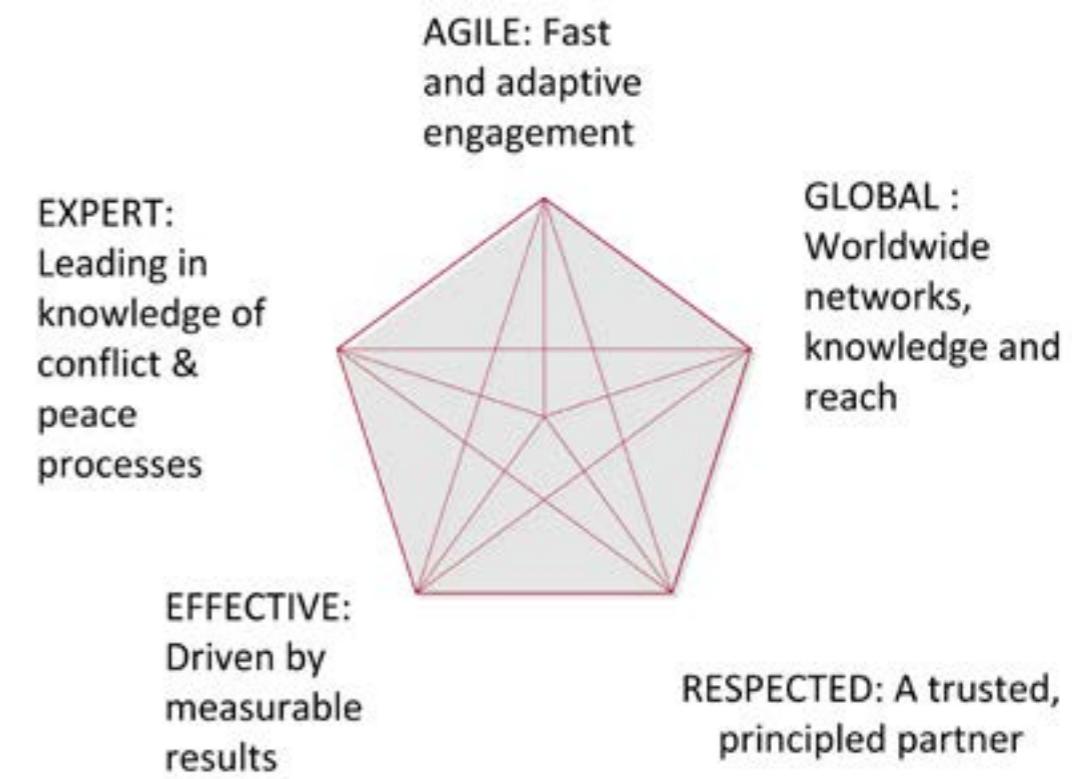


Figure 1: Five catchwords reflect HD's strategic advantage for 2015-2018.

AGILE: Fast and adaptive engagement

In a global environment increasingly subject to shocks, crises and unpredictable volatility, HD will guard its capacity to adapt rapidly at the organisational, regional, and project levels. In this dynamic environment, HD will take calculated risks to prevent, mitigate and resolve armed conflict using creative approaches to dialogue and mediation.

HD will deliver early and rapid responses to emerging crises, frequently being the ‘first mover’ in chronic or frozen conflicts that become amenable to intervention. The organisation’s early presence and rapid deployment will enable more effective responses to conflicts in the first 90 days of an opportunity for conflict prevention or resolution, when options for peaceful solutions remain greatest.

→ **To maintain and enhance this strategic capacity in 2015-2018,** and to ensure that its rapid response is well-informed by knowledge of the crises into which it is deploying, HD will expand its programme of field assessments, investing further resources in early conflict analysis and the cultivation of new channels of communication. The organisation will increasingly maintain a low-key presence and network in conflict-prone countries, both prior to, and following, peacemaking interventions.

HD will further enhance its lean administrative structure, preserving the maximum degree of operational flexibility. The organisation will minimise bureaucratic encumbrances and formalism, while employing proven managerial and financial controls to ensure integrity and accountability.

The organisation’s monitoring and evaluation framework will emphasise and refine a forward-looking pattern of learning and adaptation, with short feedback loops and frequent critical reflection on both strategy and results.

GLOBAL: Worldwide networks, knowledge and reach

HD will cultivate privileged access to high-level leaders, enabling the organisation to bring the right parties to the table, at the right time, with the right convenor. This will enable it to open ‘private diplomacy’ peacemaking channels, even where traditional diplomatic mechanisms are obstructed.

Exceptional networks in otherwise inaccessible contexts will provide HD with valuable field knowledge, underpinning the organisation’s conflict analyses. Expanded field networks will help to identify early opportunities for interventions in conflict situations, while also providing additional capacity for effective intervention.

- **To deepen its ability to access high-level decision-makers in 2015-2018,** HD will expand its contacts with organisations and individuals matching this desired profile. HD Board members, along with the organisation’s cadre of senior experts and advisers will play pivotal roles in connecting the organisation with relevant high-level individuals and their networks.
- **In 2015-2018, HD will invest in expanding its operational networks,** assuring its capacity to respond to all the active conflicts around the globe identified by the Uppsala Conflict Data Program. Assuming relatively constant levels of violent conflict and stable competition for HD’s role, this will involve growth in the operational budget to approximately 20 percent above 2015 levels. HD will use this expansion to strengthen the capacity of its Regional Directors, deputies and managers to connect with conflict parties, diplomatic representatives, and humanitarian organisations in the field. The organisation will broaden its networks in each region, and refine its organisation-wide approach to external relations and key institutional relationships.

RESPECTED: A trusted, principled partner

HD’s principled approach to complex operational settings will enable its staff, strategic partners, and interlocutors to act with confidence. By protecting its core values of humanity, impartiality and independence, HD will retain access to, and influence with, conflict parties wary of political interference and vested interests. These core principles are a legacy from HD’s history with the International Committee of the Red Cross, and are of proven value in ambiguous conflict situations. Conflict parties and operational partners will continue to value HD’s proven reputation for discretion, and the organisation’s ability to maintain a low (or invisible) profile.

HD will retain access to, and influence with, conflict parties wary of political interference and vested interests.

- **In 2015-2018, HD will maintain discreet deniability for conflict parties** where necessary, creating space for confidential dialogue. To enhance the organisation’s capacity to assist confidential processes, HD will strengthen its information security, and implement a refined

confidentiality policy among all staff. The organisation will continue to build strong relationships of trust, enabling the discreet and successful completion of politically-sensitive peacemaking initiatives.

EXPERT: Leading in knowledge of conflict and peace processes

HD will draw on a pool of internal and external experts to support the design and implementation of mediation processes. The expertise of HD's advisers and staff will cover the full spectrum of peacemaking processes and substantive issues, along with deep regional and local understanding.

- **To provide operational teams with ready access to the right expertise in 2015-2018**, HD will recruit and retain staff who are able to enhance the unique standing of the organisation. HD will also strengthen its standby panel of expert advisers, further develop niche expertise among staff, and continue to expand its significant network of senior consultants. The organisation's staff will strengthen their individual and collective expertise through peer-to-peer learning and exchange between projects, themes and regions.

EFFECTIVE: Driven by measurable results

HD is a results-driven organisation, whose ultimate beneficiaries are the victims of armed conflict. The organisation is committed to serving the needs of peace processes in which it is engaged, to prevent, mitigate and resolve armed conflict. In doing so, it will collaborate with others as needed, maintain its discreet approach as needed, and offer conflict parties the expertise and advice they need. Above all, HD will be guided by the needs of each peace process, seeking to offer the parties the best possible prospect for reaching a peace agreement.

The organisation's results span a wide spectrum, covering both tangible and intangible outcomes. These will include formal peace or violence-reduction agreements, ceasefires or interim agreements, formal mediation processes, networks in support of peacemaking initiatives, new channels of communication, and first contacts with conflict parties.

- **To maintain its focus on results in 2015-2018**, HD will continuously review its projects to ensure that activities and goals remain aligned with the organisation's operational mission: mediation for peace. The organisation will be at the forefront of results-based management in the sector, and will further develop innovative methods for measuring and describing the value of its work.

8 | HD's structure

HD's people

HD has outstanding people. The organisation recruits and retains innovative and entrepreneurial people who combine deep experience, expertise and networks with creativity, professionalism and humility.

HD's people proactively engage in peer-to-peer learning and demonstrate excellence in both teamwork and leadership. The organisation encourages its people to develop and launch entrepreneurial and creative options for peace, while operating within a firm accountability framework.

HD is committed to retaining and enhancing its position as the employer of first choice in the sector.

HD's project teams

HD programme and project managers lead small and agile teams which are adapted to the needs of each project and overseen by the Regional Director. As the lead role on each project, HD's managers represent the organisation and its mission, values and culture to conflict parties, stakeholders, donors, and diplomatic or humanitarian actors in the field. HD builds the capacity of its project teams and provides opportunities for staff, especially field staff, to meet and interact across regional boundaries, and to strengthen HD's approach and ethos.

HD will be at the forefront of results-based management in the sector.

HD engages mediators or process facilitators with appropriate convening power and context knowledge when appropriate. The project team then provides the mediator with substantive and process support.

An expanded cadre of senior peers supports HD's teams by providing analytical expertise, significant comparative experience, and access to high-level decision-makers.

Project teams are directed by Regional Directors and supported, as needed, by regional offices and by Corporate Services and Global Programmes in Geneva.

Regional Directors and Regional Offices

HD's decentralised and flexible structure sustains several key organisational strengths, providing strategic agility and rapid responses, as well as unique networks and knowledge. The Geneva headquarters provides Regional Directors with a wide degree of entrepreneurial autonomy in operational decisions, balanced with clear financial and managerial accountability. The Regional Directors and their teams are the foundational business units of HD.

Regional Directors oversee the implementation of projects and the cultivation of regional networks. Each delivers regional leadership while also considering operational continuity, succession planning, and the transfer of their knowledge and networks to others within HD. Directors strengthen donor relationships and carry primary responsibility for raising earmarked project funding, with support from HD's headquarters.

HD provides strategic agility and rapid responses, as well as unique networks and knowledge.

Regional Directors are supported in these roles by senior peers, deputy directors, or managers. By broadening the circle of management responsibility and relationships where needed, HD will build resilience to external shocks or succession issues, while further empowering the entrepreneurial drive of the organisation at the field level.

The establishment of physical offices or another visible field presence is dictated by operational needs and constraints, particularly the organisational need to remain flexible and to reconfigure rapidly.

Geneva headquarters

HD's decentralised structure is led by a lean Geneva headquarters, which manages global issues, policy and strategy through three divisions: Executive Management, Global Programmes, and Corporate Services. Organisation-wide issues and relationships are managed by the headquarters.

The Executive Management directs the organisation, providing strategic leadership and oversight. The Executive Director provides the organisation's vision and high-level objectives, navigating the organisation's course while working in close consultation with the Deputy Executive Director and the Senior Management Team.

Within Global Programmes, the Mediation Support and Policy team unites a cluster of cross-cutting functions, leading the delivery of

operational mediation support, thematic expertise, and organisational strategy, risk, and performance. Led by the Director of Mediation Support and Policy, it also convenes the flagship Oslo Forum, delivers selected publications, and engages proactively with relevant policy-makers. Operational projects that cross regional boundaries, such as those within the Humanitarian Mediation Programme, will be overseen by a Geneva-based member of the Senior Management Team.

The Corporate Services division is led by the Deputy Executive Director, and assures the delivery of core support to the organisation: resources (financial, technological, and human), security, administration, and logistics. The Corporate Services division takes a solution-centred approach to serving HD's operational teams, flexibly enabling the organisation's operational mission. The decentralisation of HD support functions will continue in 2015-2018, wherever regional offices have the capacity to fill these roles. This will be matched by a continuing strengthening of managerial and financial controls. While regional operations will retain primary responsibility for project funding, the Geneva headquarters will lead the mobilisation of core resources and securing new 'unearmarked' funding.

Senior Management Team

The Senior Management Team provides managerial oversight of strategy, risk and resourcing (financial, human and technological) for the organisation. Its members are the Executive Director, the Deputy Executive Director, the Director of Mediation Support and Policy and the Regional Directors.

In addition to addressing issues regarding individual projects and resource allocations, the meetings of the Senior Management Team provide regular opportunities for reflection on strategic priorities and challenges for the organisation. A rolling cycle of regionally-focussed strategy reflections provide a peer review forum for Regional Directors, enabling a collegial critique of the logic and assumptions of each regional portfolio.

The Board

The Board and its Committees determine the organisation's strategic direction and contribute actively to its long term sustainability and success. The distinguished standing and expertise of the members of the Board provides HD with access to high-level networks and strategic insight.

The primary role of the Board is outwardly-focused: assessing HD's environment, maintaining reliable funding and high-level political support, and helping align HD's strategy to respond to organisational risks and opportunities.

The Board is assisted in its functions by an Operations Committee, a Nominations Committee, and an Audit and Finance Committee.

Institutional partnerships

HD's headquarters and regional offices cultivate key institutional partnerships, including with strategic donor partners. These partnerships are managed by a focal point in Geneva and implemented at the regional level by Regional Directors and project managers to enhance HD's access, networks, and knowledge.

Close collaboration will continue with strategically-aligned institutions such as the United Nations, the International Committee of the Red Cross (ICRC), the Geneva Graduate Institute (IHEID), and a number of other counterpart organisations.

9

HD's Charter

The mission of HD is to help prevent, mitigate and resolve armed conflict through mediation and dialogue. In seeking to fulfil that mission, the Board of HD has determined that the organisation's representatives shall comply at all times with the following standards:

1. Perform the activities of the organisation in accordance with the principles of humanity, impartiality, and independence;
2. Engage only where HD can demonstrate added value to a process of preventing, mitigating or resolving violent conflict;
3. Support or engage in processes where all parties – including civil society and women – who could contribute to preventing, reducing and resolving violent conflict can be involved;
4. Maintain strict confidentiality in their engagements with conflict parties, when so requested;
5. Ensure that parties to a conflict are aware of obligations to punish the most serious international crimes, and provide access to international expertise, when needed, on issues pertaining to transitional justice;
6. Strive to work collaboratively with other relevant mediators and organisations to ensure that the comparative advantage of each actor is fully utilised in the service of peace-making;
7. Actively contribute to the professionalisation of the mediation field, including through the strengthening of mediators' networks and development of policy aimed at improving mediation practice;
8. Ensure that the activities of the HD Centre adhere to the highest standards of integrity, financial accountability and professional conduct;
9. Accept only such financial assistance that can be reasonably expected to advance the organisation's core mission in accordance with the principles outlined in the present Charter;
10. Reserve the right to withdraw from any peace process or negotiation where the HD Centre judges the parties to be acting in bad faith or making demands fundamentally inconsistent with the spirit and terms of this Charter.

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