



Centre for
Humanitarian
Dialogue

Mediation for peace

Annual Report

2011

The Centre for Humanitarian Dialogue (the HD Centre) is an independent organisation dedicated to improving the prevention of, and response to, armed conflict. We open channels of communication and mediate between parties in conflict, facilitate dialogue, and provide support to the broader mediation and peacebuilding community. We deploy our expertise to support local and nationally-owned processes that protect civilians and foster lasting and just peace.

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About the HD Centre

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JEAN-MARIE GUÉHENNO

A message from the Chairman

2011 saw breakthrough in two confidential projects. The HD Centre's founding principles have been fundamental to those successes. In undertaking its work with professionalism and integrity, the HD Centre has gained credit with international organisations and individuals alike, and that credit ultimately translates into credibility.

As an independent mediation organisation, the HD Centre can work on, with, or alongside national peace processes without being caught up in national politics. It has no national agenda, but believes dialogue is the most effective route to peace. By remaining independent of governments, taking an impartial approach to all parties involved in conflict and acting with discretion, the HD Centre has generated an invaluable 'capital of trust' among those with which it works.

Successful projects and partnerships all contribute to this 'capital of trust' and 2011 has been significant, not only in terms of operational successes but also in terms of the number of important new projects the HD Centre has initiated. The network of contacts built up over the years by the HD Centre in the Middle East and North Africa area has allowed the organisation to react quickly to the Arab Spring. Under the leadership of its new Executive Director, the HD Centre has been able to launch new projects and to make progress on old ones, making 2011 one of the most successful years

for the HD Centre. David Harland has re-focused the organisation on its core strength; the ability to respond rapidly and independently to global crises with high quality but quiet engagement. From Africa to Asia, the HD Centre has repeatedly been called upon to contribute its expertise in order to defuse and mediate conflict.

The HD Centre has emerged from a period of uncertainty with a new understanding of its vital place in the peacemaking world and a clear vision for the future. The HD Centre Board supports this vision and the impressive diplomatic and financial expertise of the three new Board members will add to its ability to help the HD Centre bring it to fruition. On behalf of the Board, I would like to extend my thanks to David and all the staff at the HD Centre for their energy and efforts in 2011 and we look forward, with anticipation, to further progress in pursuing the HD Centre's vision in 2012.

Mr Jean-Marie Guéhenno temporarily stepped down from his positions as member and Chairman of the HD Centre Board in late March 2012 following his appointment as Deputy Joint Special Envoy of the United Nations and the League of Arab States on Syria. Ambassador Jenö Staehelin will assume the position of Acting Chairman during this period.



Our Mission

The HD Centre is an independent organisation dedicated to improving the prevention of, and response to, armed conflict. We open channels of communication and mediate between parties in conflict, facilitate dialogue, and provide support to the broader mediation and peacebuilding community. We deploy our expertise to support local and nationally-owned processes that protect civilians and foster lasting and just peace.

Our Vision

Our organisation was founded to pursue Henry Dunant’s vision of a world more humane. We aim, through mediation and dialogue, to reduce the suffering caused by armed conflict in our world—where possible, to prevent such conflict; otherwise to help resolve it; or to mitigate its consequences.

Our Values & Principles

The HD Centre embraces a set of values that foster integrity, professionalism and respect for diversity in all areas of its work. We subscribe to the core humanitarian principles of humanity, neutrality, impartiality and operational independence and are committed to respecting international principles in relation to human rights and humanitarian affairs.



THE HD CENTRE

Changing to meet new challenges in peacemaking

Since 1999, the Centre for Humanitarian Dialogue (the HD Centre) has been working to reduce human suffering by resolving the armed conflicts which often cause it. Working on the understanding that dialogue is the most effective and peaceful way to resolve disputes, the HD Centre focuses its efforts on opening up channels of communication between belligerents in order to provide a viable alternative to armed violence.

As well as confidential mediation processes between the principal protagonists involved in armed conflicts, the HD Centre undertakes dialogue which is focused on resolving humanitarian crises caused by conflicts and disputes. These initiatives may focus on agreeing access for humanitarian personnel to reach civilians caught up in conflict (for example, in Darfur) or ensuring people are treated in line with international humanitarian standards. As part of the HD

Centre's determination to prevent violence wherever possible, the organisation has established a series of initiatives to smooth transitions in countries in the Middle East and North Africa following the 2011 uprisings. In addition, based on the belief that inclusive peace processes help to create sustainable peace, the HD Centre is also working internationally to increase the participation of women in those processes.

The HD Centre's work is also founded on the principle that mediation efforts work best in partnership, rather than in competition, with each other. As a result, the HD Centre's work includes supporting the mediation efforts of others. In 2011, for example, the HD Centre sent a small team to support the efforts of the United Nations Mission in Liberia and the Special Envoy of the Economic Community of West African States, as well as the Liberian National Elections Commission,

to diffuse tensions surrounding the Liberian presidential elections. The HD Centre also endeavours to share its experiences and expertise with the wider mediation profession through initiatives with regional organisations such as the African Union and the Association of Southeast Asian Nations, as well as through publications.

In order to operate on an international scale, the HD Centre draws on a network of advisers and experts who often work alongside the organisation's own staff. After more than a decade of operations, the HD Centre has an enviable network of international contacts and its initial success in mediating the Aceh conflict in Indonesia demonstrated its ability to operate at the highest level. The HD Centre is also able to draw on its network in order to convene the most pertinent peacemakers at the prestigious Oslo forum retreats for mediators which the HD Centre



co-hosts with the Royal Norwegian Ministry of Foreign Affairs.

The HD Centre's headquarters in Geneva are based in the Villa Plantamour on the shores of lake Léman and near other international organisations. The Villa provides the perfect setting for the HD Centre's activities. The organisation also has regional offices in Asia and Africa to support its field-based approach to peacemaking.

At an institutional level, the HD Centre prides itself on its professionalism, independence and impartiality and it is continually innovating to adapt to the rapidly-changing situations in which it works. In 2011, a strategic review of the HD Centre identified the need for some significant changes to the organisation's approach. The HD Centre's new vision, mission, values and principles now reflect the fact that international conflicts, and the ways in which they may be prevented and

resolved, have changed. They also reflect changes in the strategic direction of the organisation which are intended to maximise the contribution the HD Centre can make to preventing and resolving conflict in order to avoid and reduce the human suffering it causes.



Villa Plantamour, HD Centre headquarters

Working on the understanding that dialogue is the most effective and peaceful way to resolve disputes, the HD Centre focuses its efforts on opening channels of communication between belligerents in order to provide a viable alternative to armed violence.

1095 DAYS FROM NOW

Strategic review

One of the HD Centre's strengths is its ability to adapt to fast-changing environments and, since the organisation's inception in 1999, the environment which surrounds it has changed dramatically. In some cases, the causes of conflict are different today than they were a decade ago and there are many more organisations out there seeking to resolve those conflicts when they arise.

As an organisation known for innovation and agility, in 2011 the HD Centre undertook a strategic review to re-assess the environment for conflict mediation and its own place within it. This process provided both a clear vision for the future direction of the organisation and a strategy to achieve it.

Building on its unique background in private diplomacy, the HD Centre will continue to mediate between conflict parties while also working to achieve sustainable peace through initiatives aimed at recon-

ciling opposing groups within the wider societies which surround the conflict. The organisation will also continue to mediate with conflict parties on humanitarian concerns and promote the role of women, and the consideration of gender issues, in all stages of the process towards peace.

To support its humanitarian mission to prevent and resolve conflict, the HD Centre aims to offer support at critical periods, such as during elections and transitions. The organisation will also focus its field presence on those places around the world where there is the greatest risk of violence. As part of its aim for modest growth, the HD Centre intends to expand its operations to include West Africa, South Asia and the Pacific as well as seeking out new opportunities to work in Central Asia.

As an international humanitarian centre, Geneva will remain at the nucleus of the HD Centre's op-

erations, providing leadership and oversight as well as maintaining close links with Swiss and international counterparts.

To ensure synergies between the organisation's global programmes and its operational projects, the organisation's new Mediation Support and Policy division will provide a combination of surge capacity for HD Centre projects and share its repository of knowledge with the global mediation community. The HD Centre will also actively seek out and strengthen partnerships with local, national and international organisations to ensure a complementary approach.

Famed for being fast and flexible, the HD Centre aims to achieve this next stage in its evolution as an organisation within three years. By 2015, the HD Centre seeks to increase its efficiency and effectiveness further as well as its reputation for independence, impartiality and innovation.

THE HD CENTRE'S FACES

Presenting the HD Centre through its staff



“ Katia Papagianni

Where are you based ?

I am based in the HD Centre's office in Geneva.

What is your role at the HD Centre ?

I head the HD Centre's Policy and Mediation Support Programme.

What does this involve on a day-to-day basis ?

I spend most of my time collaborating with colleagues on the HD Centre's mediation activities. This might involve offering advice on substantive issues such as power-sharing or minority rights. It might also involve identifying experts or designing a process. I also advise on the preparation of workshops and meetings led by the HD Centre, including the Oslo forum. Finally, I represent the HD Centre by giving public talks or discussing our work with peer organisations, analysts or donors.

What is your previous experience in peacemaking ?

Before joining the HD Centre, I worked for international organisations, including the Organization for Security and Cooperation in Europe and the United Nations. I also worked for non-governmental organisations and research centres. Geographically, my focus was on Eastern Europe and the Balkans, as well as Iraq.

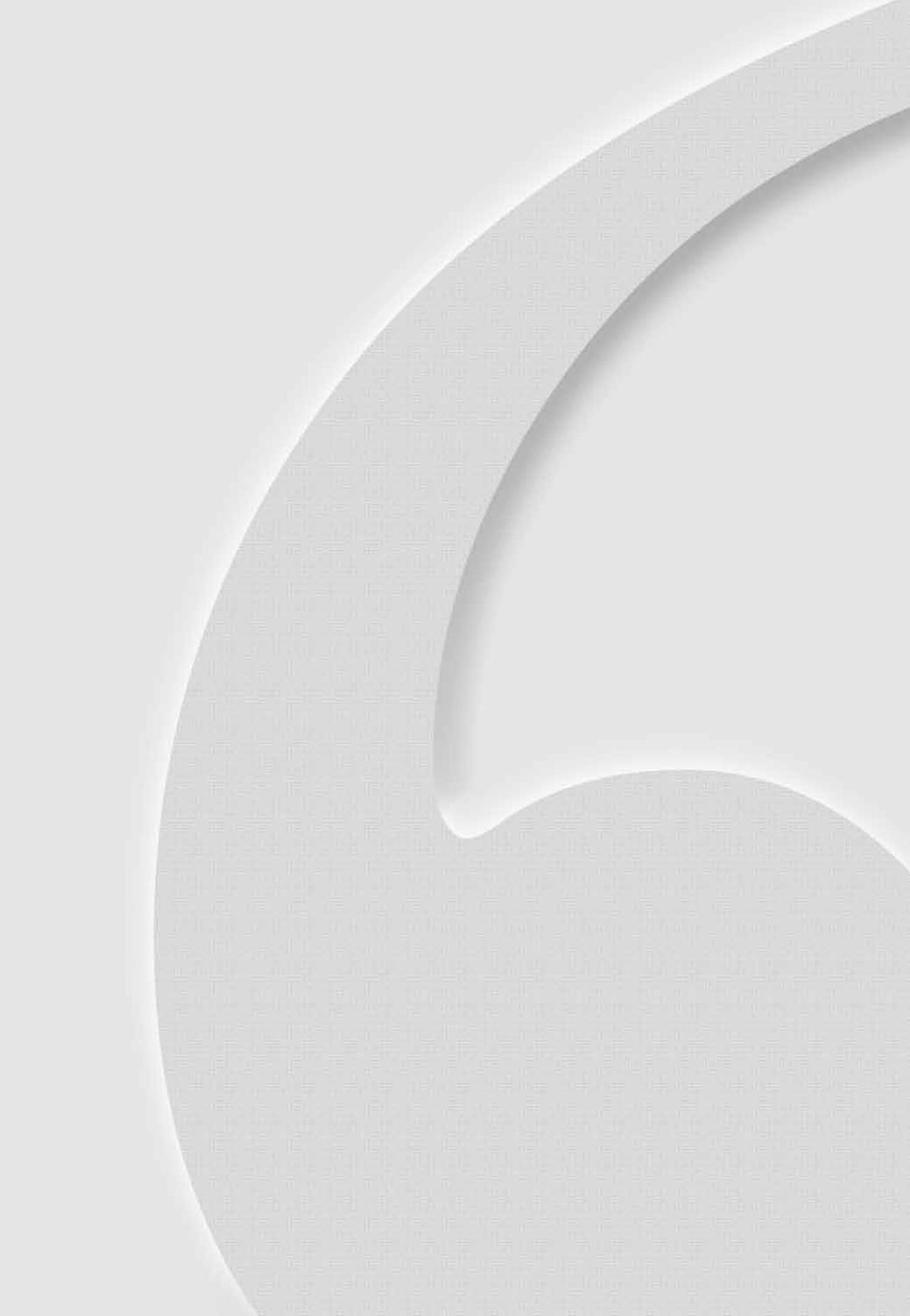
What inspired you to join the HD Centre ?

I was attracted by the diversity of the HD Centre's work, namely its engagement in several countries but also its strong policy work. Also, I was committed to the HD Centre's core principle, namely relying on dialogue to resolve disputes.

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Institutional highlights

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INTRODUCING DAVID HARLAND

A new leadership

With a history of senior United Nations roles in places as diverse as Southeast Asia, East Africa, the Balkans and Haiti, it is probably not surprising that the HD Centre's new Executive Director can also get by in an impressive number of languages. Guests arriving at the HD Centre's headquarters in Geneva may be surprised to be greeted by Dr Harland not only in French or English, but also in Mandarin, Swahili or South Slav languages.

A New Zealand national, Dr Harland completed his undergraduate studies in his home country before undertaking advanced studies in Beijing and at Harvard and Tufts Universities in the United States. He joined the United Nations in 1991 and has spent a significant part of his career in United Nations field operations and at its headquarters in New York. His wealth of international experience reflects his own interest in international affairs and his appointment also reflects the global organisation which the HD Centre is becoming.



Dr David Harland

During his career, Dr Harland has served as Acting Deputy Special Representative of the Secretary-General in the turbulent areas of Timor Leste, Kosovo and Haiti. He also has extensive experience with the United Nations Department of Peacekeeping Operations, initially focusing on best practices and managing change before becoming the Director of the Europe and Latin America Division. Dr Harland has also worked as a Senior Policy Advisor for the Office of the Coordination of Humanitarian Affairs (OCHA) and as Political Advisor to the Commander of the United Nations Protection Force (UNPROFOR) in Sarajevo, Bosnia and Herzegovina.

Throughout his career, Dr Harland has retained an interest in the analysis of international affairs and his published writing includes articles for academic journals, opinion pieces for the New York Times and the International Herald Tribune, as well

as a book on the implementation of public international law. Having been a Teaching Fellow at Harvard University, Dr Harland retains an interest in academic study through his role as an Adjunct Professor in the School of Advanced International Studies at Johns Hopkins University in Bologna.

Since joining the HD Centre as Executive Director in 2011, Dr Harland has identified areas where the organisation's unique strengths can actively contribute to creating sustainable peace. This has resulted in new work in the countries touched by the Arab Spring and in West Africa. Dr Harland is committed to

sharing what the HD Centre has learned, not only through expanding support to the African Union and others, but also as Chairman of the World Economic Forum's Global Agenda Council on Conflict Prevention.

Dr Harland says

— *Hello (and bonjour, ni hao, habari and dobar dan/zdravo)*

What inspired you to join the HD Centre as its Executive Director?

The HD Centre is unique. It has found a niche in the international system that allows it to make a contribution to peace that no-one else can make. When warring parties need a private and informal way to address their differences, the HD Centre can provide that like no-one else. Having spent much of my life in the peacemaking business, I wanted to be a part of it.

What was your vision for the organisation when you joined?

My vision is to take the HD Centre global. The HD Centre has shown that it can open the doors to peace in places, as UN Secretary-General Ban Ki-moon said during his visit here, where others can't go. We need to have the ambition, the capacity, and the systems, to offer our services whenever and wherever they can be employed to good effect.

What do you consider the HD Centre's most significant successes in 2011?

2011 was a good year for the HD Centre. We were able to play positive roles in several of the Arab Spring contexts. A cycle of work in Laos led to a major rapprochement between the Government and the Hmong community. The long-running talks between the Government of the Philippines and the MILF insurgency took a big step forward. In Liberia, we were able to play a role in diffusing the post-election crisis. And there were exciting things happening in the confidential projects...

What has been the biggest challenge in your first year in the role?

The HD Centre's vulnerability is its finances. It takes a special kind of donor to love the HD Centre. There can be reversals; there can be long dry spells; there can be results that can't be widely talked about. We lost the UK as a donor and were fortunate that new donors came in time to underwrite the surge of new work in the Arab Spring areas and elsewhere. We need to reduce the volatility of our finances if we are to make the long-term commitments that peacemaking work requires.

Where will the HD Centre be focusing its efforts in the future?

The pattern of armed conflict in our world is changing, and the HD Centre will have to change with it. Conventional warfare continues to decline, as it has done for two decades. Asymmetric warfare, on the other hand, and conflicts that blur with criminality, continue to grow. So we can't just have the mediation tools that can work with conventional warfare. We need to have a range of peacemaking tools adapted to the contexts in which we work.

You have worked in Geneva before (as a Senior Policy Advisor for OCHA). How has it changed since the last time you were here?

Geneva is the global hub for humanitarian action. If anything, more so than when I was last here, a decade ago. By being here, we can contribute to the global humanitarian response to crises – from Somalia to Syria. By having a place where we can work – quietly, if necessary – with the humanitarian community, we can help build a better response.

UN Secretary-General Ban Ki-moon visits the HD Centre

In October 2011, the HD Centre was honoured to welcome United Nations Secretary-General Ban Ki-moon to its headquarters in Geneva. Mr Ban Ki-moon, who was in Geneva to visit the United Nations office, spent time with the HD Centre's Executive Director, Dr David Harland, and addressed staff from the HD Centre in the atrium of the Villa Plantamour.

Referring to one of the HD Centre's early achievements, the UN Secretary-General noted the significant impact of the HD Centre's activities, underlining that its work had "led to peace and saved countless lives – starting with [the HD Centre's] first project, between the Government of Indonesia and the Free Aceh Movement".

The Secretary-General highlighted the HD Centre's role in preventive diplomacy – which is one of the five "generational imperatives" he has



identified as Secretary-General of the United Nations – underlining to HD Centre staff that this is "exactly what you are doing".

Having been briefed by Dr Harland on the HD Centre's work in South-east Asia and Africa as well as in new areas such as Libya, Mr Ban Ki-moon said that the HD Centre was "working to help countries find a new, inclusive path to stability" and was able to operate in "some places the UN cannot go". Dr Harland, himself a former senior

figure at the United Nations, emphasised how important a strong partnership with the UN was to the HD Centre's international work in mediation and conflict prevention. He also recognised the role of the United Nations in expanding the use of mediation and dialogue in conflict resolution and thanked the Secretary-General for the UN's efforts.

The Secretary-General also took the opportunity to add to the spirit of partnership by calling on the HD Centre and the United Nations to work together "for common peace and prosperity" around the world.



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“Your work has led to peace and saved countless lives...”

UN Secretary-General Ban Ki-moon



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- 1&3. UN Secretary-General Ban Ki-moon meets with HD Centre staff, Oct. 2011
- 2. UN Secretary-General Ban Ki-moon and Dr David Harland, HD Centre Executive Director
- 4. On the terrace of the Villa Plantamour, the HD Centre's headquarters in Geneva.

Perspectives on the Arab Spring

Following a successful event in 2010 to celebrate the HD Centre's first decade as an independent mediation organisation, in 2011 the HD Centre invited Genevan representatives and international guests for lunch at its headquarters to hear about the organisation's latest work.

The event was held at the Villa Plantamour, the HD Centre headquarters. Dr David Harland welcomed representatives from the City and Canton of Geneva as well as a number of guests from international organisations and companies based nearby. The event also drew distinguished guests from the banking sector and local media.

The HD Centre was honoured to welcome Dr Hana El-Gallal as a guest speaker for this occasion. Dr El-Gallal, a Swiss-Libyan citizen who was deeply involved in the Libyan revolution, gave a vibrant personal account of life in Libya

under Qaddafi and described her role in the early days of the revolution in Benghazi as well as her experience as a former member of the National Transitional Council. Dr El-Gallal also offered guests an insight into her work providing a watchdog function for the protection of human rights and international law in Libya since leaving the National Transitional Council as well as her collaboration with the HD Centre in developing an inclusive dialogue process in the country. This initiative aims to bring together representatives from Libyan civil society and government as well as armed groups to find ways to develop a peaceful transition process.

After Dr El-Gallal's evocative speech, the HD Centre hosted lunch at the Villa. The HD Centre's Executive Director was joined by two of the organisation's Regional Directors – the Middle East Regional Director Angelo Gnaedinger, who

is a former Director General of the International Committee of the Red Cross, and Dr Michael Vatikiotis, the Regional Director for Asia, who is generally based in the HD Centre's Singapore office. The HD Centre was also represented by two members of its Foundation Board with former Swiss Ambassador Jenö Staehelin and the current Secretary-General of Fondation Lombard Odier and former Chairman of the HD Centre Board, Karin Jestin, also present.

The event provided an opportunity for the HD Centre to exchange ideas and information with the supportive community which surrounds the HD Centre's headquarters and to strengthen ties with the local and international communities in the city.



Dr Harland addresses guests during lunch, 21 November 2011.

About the speaker



Dr Hana El-Gallal

Combining Swiss and Libyan perspectives

A Swiss and Libyan citizen, Dr Hana El-Gallal received her doctorate at the University of Bern in 2009 and is a Professor of International Law at the University of Benghazi in Libya. She has also worked for a number of international and non-governmental organisations.

Dr El-Gallal got involved in the Libyan revolutionary movement in its early days and subsequently held a number of positions in the Libyan National Transitional Council (NTC). Her main focus during the revolution was on human rights and gender-based

violence as well as media and education. Since leaving the NTC, she has established an organisation which serves as a watchdog for human rights and international law and she has begun to work with the HD Centre on its Libyan dialogue initiative.

As one of the new voices which have emerged from Libyan society, Dr El-Gallal was able to provide those attending the lunch with a fascinating insight into events in Libya and the HD Centre's work in the country.

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Operational highlights

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Middle East & North Africa

The HD Centre responds to sweeping changes in the region



Since early 2011, the Arab world has been rocked by a number of uprisings and revolutions, representing a collective aspiration for political and social change. This was a momentous time for the Arab world and for the HD Centre which saw a significant increase in its portfolio of work in the region and the start of new projects in Libya, Syria and Tunisia. The region, which had previously been largely closed to involvement from smaller, non-governmental conflict prevention and resolution actors, was now in great need of the type of assistance the HD Centre could offer.

The HD Centre began its engagement in Libya in 2011 during the conflict between the Qaddafi regime and revolutionary forces. Despite the difficult conditions, the HD Centre was able to help develop an “All Inclusive Libyan Dialogue Process

on the Future of Libya”. While the liberation of the country was formally declared on 23 October 2011, the HD Centre’s initiative has continued in the post-conflict period. It involved nine dialogue events in 2011 which provided a platform for a range of representatives from Libyan civil society, armed groups, the National Transitional Council (NTC) and the Interim Government to discuss and develop solutions to the critical questions facing Libya during the transition period including transitional justice, the elections law, and security and arms proliferation. The initiative has also provided a framework in which inter-communal conflicts could be explored and addressed. The HD Centre’s initiative continues to empower civil society and other stakeholders to voice their opinions in a constructive and systematic manner in Libya. It develops Libyan capacity

to engage in political processes in the future and promotes the non-violent settlement of disputes between Libyans.

In Syria, what began in March 2011 as a protest demanding democratic reform and subsequently regime change has transformed into a violent conflict with sectarian undertones, implications for regional stability and no end in sight. One of the key risks related to this political and military stalemate is the potential for growing sectarianism. The HD Centre is exploring avenues to promote dialogue around the future of the country’s minorities in order to reduce sectarian tensions and violence. This process is focused on developing a dialogue between members of Syria’s Sunni, Alawite and Christian communities, and on reaching out to other relevant parties to the crisis.

In Tunisia, there were peaceful protests and the regime of Zine el Abdine Ben Ali ended in January 2011. Since this time, the HD Centre has been interacting with a number of local stakeholders to improve mutual understanding between them and foster consen-

sus around the transition process. Tunisia held its first democratic elections on 23 October 2011 and the HD Centre has maintained its low key efforts in the post-election period.

Rapid response to events in Libya

In April 2011, at the height of the conflict between the Qaddafi regime and revolutionary forces in Libya, the HD Centre initiated an assessment to consider how the organisation could help. Beyond the struggle between the regime and the opposition, the HD Centre identified a need for improved dialogue between factions within the opposition forces and among society more generally.

The day after tensions erupted with the assassination of revolutionary commander General Abdul Fatah Younis, the HD Centre proceeded with a planned introductory meeting in Benghazi with representatives from Libya's National Transitional Council (NTC), armed groups and civil society to identify their hopes and fears for the future of Libya. Until this time, most had



Participant at the 'Dialogue on Hopes and Fears for the Future of Libya', Tripoli, Sept. 2011.

believed their internal rifts were manageable. However, the assassination underscored the challenges of building a new cohesive society. The HD Centre has subsequently convened similar introductory meetings in Tripoli, only one week after the city fell to revolutionary forces, and Misrata, in the immediate aftermath of Qaddafi's capture and death.



Misrata local elections, February 2012.

The HD Centre has since undertaken several dialogue workshops in Libya on security, transitional justice and electoral processes. Two of these workshops marked the first public discussion between the NTC and Libyan representatives of important draft laws on Transitional Justice and Elections. Through these events, the HD Centre has contributed to increased understanding of the laws, transparency in decision-making and consultation on the laws' content. The HD Centre's dialogue platform also proved to be a catalyst, inspiring similar autonomous dialogue initiatives by event participants.

AN OUTSIDE PERSPECTIVE ON THE HD CENTRE

Interview with Talis Aghil

Libyan Activist and National Project Coordinator, International Institute for Democracy and Electoral Assistance (IDEA)

What is the nature of your collaboration with the HD Centre?

I was one of the HD Centre's first points of contact in Tripoli after the revolution. I volunteered to help the HD Centre organise its first dialogue session in Libya after the revolution and continued to assist the HD Centre during this initial phase.

How did you become involved with the HD Centre?

I have been a Libyan youth activist for many years and one of my contacts, who was in Europe at the time, put the HD Centre in touch with me. I was very impressed with the concept of dialogue which the HD Centre was promoting and thought that it was really important for the Libyan people to be able to come together and freely express their feelings and views after 42 years of dictatorship. I believe that what the HD Centre does is important for Libya, so this inspired me to become involved in helping the HD Centre with its work in Tripoli.

What is the HD Centre doing to help the situation in your area?

The HD Centre was one of the first organisations to arrive in Tripoli: the Libyan people appreciate this and it means that the HD Centre was able to prove itself quickly and earn their trust. Before, nobody had heard of the HD Centre; now, people across Libya know about the HD Centre and appreciate its work.

When we organised the first dialogue workshop on 5 September, we were introducing the people of Tripoli to a whole new concept. It was the first time that people

from different tribes and with different views and backgrounds came together in one room and shared their views. This is very important, especially since everybody now has got guns: they need to know that dialogue is an effective option to enact change. Conveying this message is how the HD Centre helps the situation.

What are the most significant changes you've seen as a result of the HD Centre's work in your area?

People who have been to the HD Centre events have learned new skills and ways of interacting with one another: communication, dialogue and mediation skills. This means that they are more effective at resolving their differences without violence.

The HD Centre has brought together people who would not normally meet. This means that they understand each other more easily and can relate to people with different backgrounds and begin to trust them.

What more could be done to improve the local situation?

The Libyan people are stuck in the mentality of a war for liberation; they need to begin waging a war for peace. They need to see that there are different options for moving to the next phase of building the country. The HD Centre could contribute to this by bringing its expertise from other countries which have gone through similar transitions.

THE HD CENTRE'S FACES

Presenting the HD Centre through its staff



“ Romain Grandjean

Where are you based ?

In the HD Centre's headquarters in Geneva, Switzerland.

What is your role at the HD Centre ?

I am in charge of initiating, developing and managing the HD Centre's projects in the Middle East and North Africa.

What does this involve on a day-to-day basis ?

One of the major aspects of my job is developing and maintaining a trusted relationship with all the parties involved in dialogue processes facilitated by the HD Centre. I participate in the framing and conduct of these processes which requires field visits to understand the local dynamics and contexts as well as the perceptions and needs of the local and international actors. Preserving the integrity of the processes, overseeing logistics and managing administrative, financial, staff and security arrangements is also part of my day-to-day work, and working with first-class colleagues is my privilege.

What is your previous experience in peacemaking ?

In 1999–2000, I spent seven months as a field humanitarian officer in Mitrovica, a divided city in Kosovo, and understood the value of maintaining dialogue between local conflicting parties to reduce the level of violence. After more than two years based in Egypt with the International Crisis Group (2003–2005), I worked in several conflict areas like the Gaza Strip, the Democratic Republic of Congo and Sierra Leone on international electoral observation missions. In 2007, I joined the HD Centre's mediation team in the Central African Republic (CAR) where I worked to prepare the All-Inclusive political dialogue. This set into motion the signature of three peace agreements between the different armed groups and the government of the CAR.

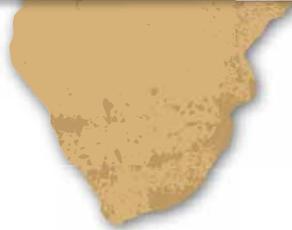
What inspired you to join the HD Centre ?

First, I hate all forms of conflict and, after several years of analysing and observing conflicts and post-conflict situations, I felt the need to have a more active take on helping to resolve violent crises. Secondly, I wanted to help but without taking sides. And thirdly, diplomacy has always attracted me and working with the HD Centre is a bit like operating as a (private) diplomat with more freedom of action as you are not defending national interest but with no diplomatic passport and immunity!



Africa

2011 – The challenge of change



A referendum in South Sudan started a significant year for Africa and ultimately resulted in the independence of South Sudan.

During the first part of the year, the HD Centre continued to support the implementation of the 2005 Comprehensive Peace Agreement in Sudan by providing advice on the Popular Consultations process in the Blue Nile and Southern Kordofan States. Citizen's Hearings were successfully carried out in the Blue Nile State in January and February 2011 and resulted in almost 70,000 oral and written submissions. The HD Centre subsequently provided advice on managing the information which had been collected as well as assisting the preparations for, and facilitation of, a retreat for the Popular Consultations Preparatory Committee in Southern Kordofan. This retreat included consideration of issues such as power-sharing as well as social and cultural rights. To

support discussions on social and cultural rights in both states, the HD Centre, in partnership with the Vance Center for Human Rights in New York, also commissioned papers to explore the issues and provided expertise from South Africa and Norway to advise the Popular Consultations process on these points.

The HD Centre's work in Sudan also involved trying to establish a broader dialogue process among Sudanese politicians and opinion formers on their visions for Sudan's future. Two visits to Sudan's capital, Khartoum, as well as a small panel meeting were undertaken to identify opportunities for initiating a broader dialogue to address the management of Sudanese society which is diverse and fragmented. However, the secession of South Sudan halted this process and the HD Centre is currently exploring further opportunities to engage in political dialogue in Sudan.

In Somalia, the HD Centre held consultations with political leaders to try to improve the situation between the Transitional Federal Government (TFG) and regional authorities in Puntland and Somaliland. The HD Centre organised informal meetings between officials from the TFG and Puntland which have resulted in improved relations between them. In a year of drought in the country, the HD Centre also convened a meeting between representatives of United Nations agencies and international and Somali Civil Society Organisations in order to discuss humanitarian access and propose steps which could be taken to address the situation.

Towards the end of the year, the approaching Presidential elections contributed to an increase in tensions in Liberia. Having been involved in a two year preparatory process in the country, the HD Centre sent a high level facilitator

and a small team to complement the efforts of the United Nations Mission in Liberia and the Economic Community of West African States' Special Envoy which aimed to encourage the parties to engage in peaceful elections. In its work in Liberia, the HD Centre drew on the strengths of Liberian civil society including elders, the Mano River Women's Peace Network and the Liberian Council of Churches, as well as a very productive collaboration with the Election Coordination Committee, a civil society umbrella organisation.

During 2011, the HD Centre also carried out assessments in two areas of concern in Africa; one national and one regional. At the national level, an assessment of the situation in Burundi focussed on the potential for political dialogue between the Government of Burundi and opposition parties in order to prevent a resurgence of armed rebellion in the country. The HD Centre visited Bujumbura and assessed the potential for a dialogue process through discussions with many of those involved. At the regional level, the HD Centre

also carried out an assessment of threats to peace and security in the Sahel region with a particular focus on Mali, Niger and Mauritania. This included visits to countries in the area with the aim of establishing contacts with, among others, Government officials and representatives from Tuareg communities, as well as identifying potential national and international partners. At the end of 2011, the HD Centre initiated a project to reduce the threats to peace in the Sahel.

Promoting peaceful elections in Liberia

Having already established relationships with political representatives in Liberia prior to the Presidential elections in the country in October 2011, the HD Centre partnered with key actors in Liberia including the United Nations Mission in Liberia (UNMIL) and the Economic Community of West African States (ECOWAS) to reduce tensions arising from the election process.

To complement official activities being undertaken by UNMIL, the ECOWAS Special Envoy and the Liberian National Elections Commission, the HD Centre undertook discreet dialogue with the five main political parties and their presidential candidates in order to encourage peaceful conduct during the elections.

However, political tensions escalated following the first round of elections and violence erupted during an opposition rally which called on supporters to boycott the run-off elections. The HD Centre worked with UNMIL and ECOWAS among others to address a range of issues that



Reconciling of the Ballots – Antoinette Tubman Stadium Voting Precinct, 11 October 2011.

arose from the aftermath of this violence. The HD Centre also successfully lobbied with UNMIL and ECOWAS for the establishment of an independent investigation into the deadly use of force.

The HD Centre's greatest accomplishment during the process was to assist in the establishment of one-to-one talks between the political leaders of both parties involved in the run-off elections and to encourage the parties to consider ways to accommodate each other's views. In November 2011, the parties agreed to talks about an inclusive process in the formation of the government. The negotiations continue as the President is establishing her Government.

AN OUTSIDE PERSPECTIVE ON THE HD CENTRE

Interview with Ambassador Ellen Margrethe Løj

**Special Representative of the UN Secretary-General
for Liberia from 2008–2012**

What was the nature of your collaboration with the HD Centre (HD) during the Liberian elections in 2011 ?

The United Nations Mission in Liberia (UNMIL) had, by the UN Security Council, been given a mandate to “support Liberian institutions and political parties in creating an atmosphere conducive to the conduct of peaceful elections.” Thus, in implementing this mandate, UNMIL and I worked closely with HD representatives as well as ECOWAS and other external actors to ensure that we were all working towards the ultimate goal – free, fair and peaceful elections. This outstanding co-operation contributed greatly to the achievement of the mandate of the Security Council.

How did your partnership with the HD Centre come about ?

During bilateral discussions between the Mission and HD representatives we quickly realised that HD could make a valuable contribution to the process. HD’s involvement, as an independent and impartial mediator with thorough knowledge of the Liberian political scene and actors, could supplement – and enhance – the activities and discussions undertaken by the Mission.

What was the HD Centre doing specifically to assist you in Liberia ?

The HD representatives had numerous discreet and confidential contacts with the Liberian political actors throughout the process thus assisting in ensuring that the process moved forward.

What were the most significant changes and impact you saw as a result of the HD Centre’s involvement in the process ?

Firstly the trust the political actors showed the HD representative and secondly the possibility to address concerns expressed early in the process – by HD, UNMIL or others involved.

What more could be done to improve the local situation ?

Hopefully the ambiguities in the present Constitution in relation to the electoral process will have been dealt with before the next elections. Furthermore, the process showed that the dissemination of thorough information about how elections technically are organised has to be intensified – not only to the electorate at large but also the political actors.

THE HD CENTRE'S FACES

Presenting the HD Centre through its staff



“ Beatrice Nzovu-Ouma

Where are you based ?

The HD Centre's Africa Regional Office in Nairobi.

What is your role at the HD Centre ?

I am a Project Officer.

What does this involve on a day-to-day basis ?

There is no typical day at the HD Centre, it is very dynamic. It very much depends on looking at the bigger picture... what is most urgent, what would have the greatest impact. On a given day, I could be working on a number of things including writing reports, preparing proposals and budgets, liaising with project and development partners, attending meetings, reviewing documents and making logistical arrangements for upcoming activities. It also involves frequent communication and consultation with colleagues, advisers and consultants.

What is your previous experience in peacemaking ?

I have been involved in facilitating inter-community mediation in Kenya between warring communities, which, although they were happening at the local level, were being politicised and had the potential to exacerbate conflict at a national level. I have also been a trainer on mediation as one of the tools for conflict transformation.

What inspired you to join the HD Centre ?

I was inspired by former colleagues at ACCORD to join the HD Centre. Both ACCORD and the HD Centre are involved in a project to strengthen the African Union's mediation capacity. Friends that have previously interacted with the HD Centre spoke highly of the organisation. Their take was that, within the peace field, it is one of the organisations that is professional in its undertakings, and 'gets the job done' within the given timeframe. I was also inspired by some of the HD Centre publications that I had an opportunity to read.



Asia

Progress in Southeast Asia



2011 was an important year for peacemaking in the Philippines as talks resumed on two major peace processes involving the national Government. Negotiations restarted between the Government and the Communist Party of the Philippines, the National Democratic Front and the New People's Army as well as between the Philippine Government and the Moro Islamic Liberation Front (MILF). The HD Centre is involved in both peace processes and continues to co-ordinate the International Contact Group linked to the MILF talks and to liaise with the official Malaysian facilitator.

The HD Centre also undertakes wider peacemaking work in the Mindanao province of the Philippines and, particularly, the island

of Sulu. To foster community-level dialogue and mediation activities, the HD Centre supports two local initiatives in these areas: the Mindanao Think Tank and the Tumikang Sama-Sama. The Mindanao Think Tank (MTT) works to gather the views of local people on the peace process between the MILF and the national Government and feed these views into the ongoing negotiations. The HD Centre supports the work of the MTT and, in 2011, this included holding workshops and initiating a radio programme.

In Sulu, the HD Centre supports the mediation work of the Tumikang Sama-Sama (TSS) to resolve clan disputes which are a serious cause of conflict on the island. In 2011, the TSS mediated ten clan conflicts and

five of these mediation processes resulted in the resolution of the dispute. The HD Centre also supports the work of a group of volunteers who are focused on preventing violence relating to elections and they conducted twelve community events in the Mindanao province on issues related to violence.

The HD Centre also undertook other activities at a national level in Asia in 2011, including building trust between the Government of Laos and representatives from the Hmong community. This involved facilitating the first visit of Hmong representatives from diaspora groups to Laos. Hmong representatives came from the United States and France for a ten-day visit which the HD Centre hopes will be followed by a reciprocal

visit by representatives from the Government of Laos.

At a regional level, the HD Centre followed up an assessment of the situation of the Rohingya population in the Middle East and Asia with a project to develop a regional dialogue initiative on the issue. The HD Centre commissioned a report which outlined the location and structure of Rohingya com-

munities as well as the way they are viewed by populations around them. The HD Centre has already gained agreement from affected regional Governments to undertake an initial meeting in 2012 which will focus on identifying ways to stabilise the population.

In addition, the HD Centre worked with the Association of Southeast Asian Nations (ASEAN) to develop

its capacity to resolve conflict in the region. In 2011, the HD Centre helped to develop ideas for an ASEAN Institute for Peace and Reconciliation, and also arranged for an ASEAN delegation to undertake a study tour to Switzerland to encourage the sharing of good practice in humanitarian affairs and conflict resolution.



Visit of Hmong representatives to Laos

Hmong representatives visit Laos

Tensions have existed between the Government of Laos and the indigenous Hmong community for decades and the HD Centre has been working for three years to build trust between the two sides. While many Hmong live in Laos, the end of the CIA's "Secret War" in Laos in 1975 triggered a mass exodus from Laos of primarily ethnic-Hmong. The biggest Hmong diaspora is now in the United States followed by European countries and Australia, and this geographical spread posed a particular challenge for the HD Centre in terms of drawing the wider Hmong diaspora into discussions with the Lao Government.

During the project, the HD Centre has undertaken discussions with factions within the Hmong community in the United States and Europe in order to foster common ground between them and to encourage them as well as the Lao Government to consider re-defining their mutual relations.

As part of the project, the HD Centre proposed the idea that Hmong representatives from the diaspora could undertake a formal visit to Laos in order to meet officials from the Lao Government and demonstrate commitment to the process. This required the HD Centre to engage representatives from the Government of Laos in discussions in order to gain approval for the visit, as well as to negotiate with Hmong leaders in the United States and Europe to gain their agreement to visit Laos as representatives of the Hmong community.

The visit took place in 2011 and was a landmark event in terms of the impact it has had on relations between the Hmong community and the Lao Government. Those involved in the visit agreed that it had increased the levels of trust between them and the HD Centre hopes that representatives from the Lao Government will consider a reciprocal visit to Hmong communities in the United States in 2012.

AN OUTSIDE PERSPECTIVE ON THE HD CENTRE

Interview with Mr Paul Herr

Head of the Lao Hmong Overseas Committee

What is the nature of your collaboration with the HD Centre?

The nature of my collaboration with the HD Centre is to achieve a common goal of building bridges between Hmong Overseas and the Laotian government as well as the reintegration of Hmong that are still hiding in the jungles and those repatriated from Thailand into Lao society. An additional goal is to promote peace and stability in Laos through economic, cultural and political development.

How did you become involved with the HD Centre?

I was first contacted by an HD representative. The mission of the HD Centre is aligned with my own personal motivation, which is to work for friendship, trust and mutual respect between all residents of Laos and Lao-Hmong overseas towards ultimate reconciliation. That is why I happily became involved in the HD Centre's work.

What is the HD Centre doing to help the situation in your area?

Working discreetly and behind the scenes, the HD Centre designed strategies and opened communication channels with the Hmong Diaspora and the Lao government. It created an environment allowing for constructive discussions between the two sides.

What are the most significant changes you've seen as a result of the HD Centre's work in your area?

Because of the HD Centre's work and long-term commitment, it was able to facilitate the first ever official visitation of Hmong Diaspora members to Laos. During that trip, the delegates were able to meet with ten Ministries to learn about policies of the Lao government regarding ethnic minority affairs, ambitions and challenges therein, education, healthcare, capacity building, trade, development, culture, gender. Both sides expressed interest in co-operating in the future implementing concrete activities in these areas. This first step was a huge success in building mutual trust and respect for both sides. Without the HD Centre's leadership and assistance an engagement like this would not have taken place.

What more could be done to improve the local situation?

The continuation of the HD Centre's work is needed and essential towards continuing building relations and moving towards the implementation of tangible projects in Laos. This move towards Laos will be key to achieving the goals of HD Centre and the Hmong Diaspora in terms of building bridges, reconciliation and reintegration of Hmong into Lao society, through building upon the successes achieved to date including the visitation to Laos by the Lao Hmong Overseas Committee.

THE HD CENTRE'S FACES

Presenting the HD Centre through its staff



“ Theerada Suphaphong

Where are you based?

I am based in Bangkok, Thailand, where the HD Centre has a satellite office.

What is your role at the HD Centre?

My role at the HD Centre is to participate in all aspects of mediation operations – two confidential projects in particular – and support other HD Centre activities such as the Women at the Peace Table programme.

What does this involve on a day-to-day basis?

On a day-to-day basis, my role involves working with the teams on strategising on how to move forward the dialogue processes as well as assessing the situations and developments related to the projects. The tasks include liaising with interlocutors, arranging meetings, monitoring the situations and progress of related reconciliation mechanisms as well as translating relevant materials written in Thai into English. I also need to keep up with events in the region as the HD Centre is also engaged in Myanmar and Laos.

What is your previous experience in peacemaking?

My previous experience in peacemaking is from my work as an assistant for members of Parliament and researcher for Parliamentary Committees on Political Development and People's Participation. This involved providing a venue for conflict resolution on political and social issues, hearing from relevant stakeholders and finding solutions based on inclusiveness and consensus.

What inspired you to join the HD Centre?

The courage and uniqueness of the organisation's human resources; their expertise in mediation, understanding of the fluidity of situations, and creative approaches in finding ways and means to encourage stakeholders to take part in resolving conflicts.

MEDIATION SUPPORT PROGRAMME

Improving mediation practice to improve the chances of peace

More effective mediators and peace processes have more chance of achieving sustainable peace. The HD Centre is therefore committed to building the capacity of all professional mediators – whether they work for the HD Centre or other organisations and institutions.

The HD Centre's support and policy programme provides an in-house source of expertise for the organisation's own operational projects, while also working to share knowledge with, and build capacity within, other organisations and the wider mediation profession.

Within the HD Centre, the support and policy programme acts as a repository of information and analysis gained from the organisation's mediation experience which the HD Centre draws on to enhance the effectiveness of its work. In 2011, for example, the programme provided advice to many HD Centre project teams including those in Libya,

Liberia and the Philippines on a diverse range of policy areas including electoral systems, power-sharing arrangements and the inclusion of civil society in peace processes.

The HD Centre also has institutional experience of supporting the mediation efforts of others – for example, in 2011 the HD Centre, as a member of the International Contact Group, supported the peace process between the Government of the Republic of the Philippines and the Moro Islamic Liberation Front. To help organisations develop ways to more effectively support their own mediators, the HD Centre has been working with the African Union (AU) and the Economic Community of West African States (ECOWAS) to develop their internal mediation and mediation support functions in order to increase their effectiveness in mediating African disputes. In 2011, this included finalising a set of Standard Operating Procedures for the AU and supporting the ECOWAS Special

Envoy in efforts to diffuse tensions around the Liberian Presidential elections.

The programme has also identified African countries which have a significant peacemaking role and has initiated consultations with the Kenyan and Tanzanian Governments on methods to increase their capacity to support peace processes as part of the greater African peace and security architecture. In Kenya, the HD Centre hopes this work will also increase the Government's capacity to resolve internal conflicts in the country.

One of the most important ways in which the HD Centre contributes to strengthening the field of mediation is the Oslo forum series of retreats. The HD Centre co-hosts the Oslo forum series with the Royal Norwegian Ministry of Foreign Affairs in order to encourage the sharing of knowledge and experience across the mediation profession. These events gather mediators and peace

process actors at global and regional retreats to discuss the latest challenges they face in their work. The HD Centre is also an active member of the Mediation Supporters Network which regularly brings together organisations working to improve mediation support and, at its June meeting, the HD Centre presented views on the links between mediation and development actors.

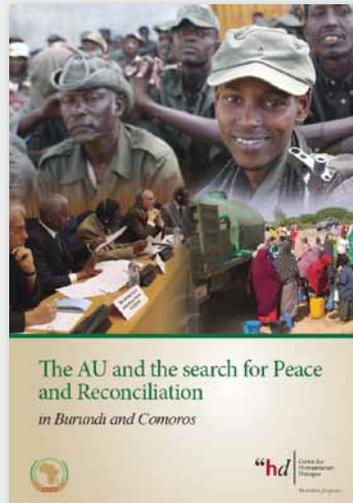
The HD Centre has also taken the opportunity to share policy ideas on a range of pertinent subjects with audiences at events in Canada, Belgium, the United Kingdom and Switzerland during the course of 2011, including a presentation at the London School of Economics on justice and peacemaking. To enable the HD Centre to make its ideas available to the whole of the me-

diation profession, the programme also produces publications. In 2011, the HD Centre produced the third publication in the Mediation Practice Series on "Negotiating Ceasefires" and initiated French translations of the series in order to make them more widely accessible.

Increasing regional capacity to resolve conflicts

Conflicts, even where they are confined to specific countries, often have a significant impact on the surrounding region and the HD Centre understands the important role of regional organisations in resolving them.

In Africa, the HD Centre has been working with regional organisations such as the African Union (AU) and the Economic Community of West African States (ECOWAS) for over four years to develop their peacemaking capacity. The AU launched an initiative to improve its capacity to support mediation in 2009 and its strategy was outlined in an AU Plan for Action. As part of the AU-Partnership framework, the HD Centre leads on strengthening the AU's ability to manage its institutional knowledge effectively to help ensure future mediation processes benefit from the lessons of the past. In realising the Plan for Action, the HD Centre has developed Standard Operating Procedures for Mediation Support which have been adopted by the AU Commissioner for Peace and Security. In 2011, the HD Centre also drafted a knowledge management framework which will enable the AU to keep a complete record of its mediation efforts. Currently, the HD Centre is working on a handbook on thematic issues relevant to mediators in Africa to be distributed to the AU's staff and Special Envoys. The HD Centre is also contributing to efforts by ECOWAS to establish a Mediation Facilitation Division and, in 2011,



AU publication produced with the support of the HD Centre

the organisation supported the mediation work of the ECOWAS Special Envoy in Liberia.

In Asia, the HD Centre has been helping the Association of Southeast Asian Nations (ASEAN) to establish an ASEAN Institute for Peace and Reconciliation (AIPR). In 2011, the HD Centre convened a series of brainstorming sessions involving regional experts and officials to generate ideas on a suitable structure and mandate for the AIPR. In addition, these sessions helped provide a platform for consultation between ASEAN officials and the region's existing network of civil society organisations involved in peacemaking. The ideas and suggestions generated at these workshops were channelled into official ASEAN discussions on establishing the AIPR. In the course of the year, the HD Centre also arranged a study tour for a senior delegation from ASEAN to the offices of international organisations in Geneva.

THE OSLO FORUM SERIES

Perspectives on a year of revolution

In an eventful year dominated by news of the sweeping changes in the Middle East and North Africa, the Oslo forum series provided some timely opportunities for mediators to reflect on fast-changing events. The series also allowed for reflection on the growing role of technology – and the social media in particular – on the pattern of conflict, and on the role of mediation and peacemaking in general.

The global retreat in Oslo in June and the regional retreat in Zanzibar, Tanzania in November both featured discussions on the evolving situation in the Middle East and North Africa, focusing on the uprisings and the emerging new situation in June and on events in Libya in November. At both retreats, participants also discussed opportunities for peacemaking and conflict resolution in other contexts.

The retreats, which were co-hosted by the HD Centre and the Royal Norwegian Ministry of Foreign Affairs, drew together an impressive



range of speakers including high-level mediators and stakeholders in peace processes. The global retreat attracted participants from all continents and was opened by the Norwegian Minister of Foreign Affairs, Jonas Gahr Støre. At the Africa Mediators' Retreat, participants were welcomed by Zanzibar's Second Vice President, Ambassador Seif Ali Iddi. The event was held in partnership with the Mwalimu Nyerere Foundation.

One of the aims of the Oslo forum series is to offer mediators and peace process actors the opportunity to collectively discuss best practice across the mediation profession. At the global retreat, the popular “reality check” sessions returned for a second year and included discussions on evaluating success in mediation as well as considering assumptions around gender and mediation. Participants were also offered situation reports



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“There is nothing like it: a forum that brings the world’s peacemakers together in one place.”

Dr Katia Papagianni, Head, Mediation Support Programme, HD Centre

on the Sahel region as well as on Southern Thailand.

In Zanzibar, participants discussed the possibility of partnerships to promote peace in West Africa and the African Peace and Security Architecture, as well as situation reports on Liberia and Burundi. There was a heated debate on the situation in Libya and the way ahead for the country and the role of the international community in this country’s future. The situations in Sudan and South Sudan as well as in Somalia were also examined.

As well as topical sessions on geographical areas of international concern such as Côte d’Ivoire, the Middle East and North Africa, Sudan and Afghanistan, the global retreat also included a session on the global issue of combating organised crime in countries coming out of conflict. Similar thematic sessions at the Africa retreat considered continent-wide concerns such as the impact of land and water disputes. To reflect the increasing focus

on inclusive peace, both retreats also included sessions on the role of civil society in peace processes.

The Oslo forum series also aims to provide participants with a vital opportunity for bilateral discussions and networking, in order to enhance participants’ own peacemaking efforts. The Oslo forum team was delighted to hear that some projects were initiated, and some accelerated, as a result of contacts made during the Oslo forum and Africa Mediators’ Retreat in 2011. In addition, the Oslo forum series aims to ensure that participants reflect a variety of perspectives and a gender balance. Following efforts to increase the number of women attending the Oslo forum retreats, a new record was set at the Africa Mediators’ Retreat as 40% of the mediators and peace process actors who attended were women.



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1. Minister Jonas Gahr Store, Minister of Foreign Affairs of Norway, and Ambassador Staffan de Mistura, Special Representative of the United Nations Secretary-General in Afghanistan, during the high level opening plenary of the Oslo forum global retreat, 21 June 2011.
2. Ambassador Salim Ahmed Salim, Chairman of the Mwalimu Nyerere Foundation and former Secretary-General of the OAU during the high level opening plenary of the Africa Mediators’ Retreat, 23 Nov. 2011.
3. Dr Michael Vatikiotis, HD Centre Regional Director for Asia, Mr Jonathan Cohen, Director of Programmes at Conciliation Resources, and Dr Kun A. Namkung, Independent Scholar, Oslo forum, June 2011.
4. Ms Sanam Naraghi-Anderlini, Senior Gender, Peace and Security Adviser, United Nations Mediation Standby Team, Oslo forum, June 2011.

AN OUTSIDE PERSPECTIVE ON THE HD CENTRE

Interview with Ms Ngozi Amu

Conflict Prevention and Mediation Officer

**Political Affairs Unit – Conflict Prevention and Mediation –
United Nations Office to the African Union (UNOAU)**

What is your role in peacemaking and mediation?

I am part of a new UN office based in Addis Ababa. I work on conflict prevention and mediation. My role is to work with the AU to strengthen its collaboration with the UN on peacemaking. A big part of this is about institutional capacity-building and supporting the AU's efforts to develop its mediation capacity in co-operation with African sub-regional organisations. A key project involves improving collaboration between the AU and the UN when they are working together on similar mediation processes, such as making sure that each organisation consults with the other on its plans and actions.

Another important focus of my work in the coming year will be on gender and mediation, in particular looking at ways to ensure that the rights of women and girls are taken into consideration during peace processes.

Which Oslo forum retreats have you attended and when did they take place?

I attended two retreats in Oslo, one in 2006 and another in 2010. I also attended the latest Africa Mediators' Retreat in Zanzibar in November 2011.

What inspired you to accept the invitation to participate in the retreats? Had you heard about the Oslo forum series before?

I had not heard about the Oslo forum before I first attended in 2006, when I was a Political Affairs Officer in the UN Office for West Africa. I felt very privileged to benefit from the rich discussions.

HD [the HD Centre] is the only organisation to have been able to create such an event for mediation practitioners, where they can meet and speak in a relaxed way about their work. This is especially important for young people who are looking to learn from experienced mediators. You normally never have time to talk about the big 'mediation' picture. HD has developed a reputation for bringing mediators together and I commend it for this. HD has also been on the cutting edge in addressing gender issues in peacemaking. Among the sessions I attended in 2006 was one focusing on gender and mediation. The purpose of the session was to bring women mediators together to begin thinking about this issue. I was very impressed at the time with the importance placed by the forum on gender.



Ambassador Seif Ali Iddi, Second Vice President of Zanzibar, addresses the audience during the opening plenary of the Africa Mediators' Retreat in Zanzibar, 23 November 2011.

“HD is the only organisation to have been able to create such an event for mediation practitioners, where they can meet and speak in a relaxed way about their work.”

Which of the retreat sessions did you find most useful and why?

During the last retreat, in Zanzibar, I was particularly interested in the session on Libya. Having myself worked in support of the UN's mediation effort in Libya, it was particularly interesting to hear a frank exchange between UN and AU senior officials involved in that process. The session represented an opportunity to talk about Libya in an informal setting, and the account given by all sides was an honest one.

Generally speaking, the Zanzibar retreat included a nice combination of comprehensive sessions on the large mediation processes, and smaller sessions, for example on Burundi. While the sessions on large mediation processes tended to focus on the hard facts, the smaller sessions provided a more personal picture of the situation in a given country. These are very important because conflicts are often triggered by a myriad of circumstances that can only be understood through close examination of a society.

How has attending the Oslo forum series helped you in your work as a peacemaker?

Attending the retreats is particularly useful to understand the work and challenges of mediators and how best to support them. When we listen to the mediators during the sessions, it is clear that not everyone can become a mediator, and that it requires specific skills. Putting together the right mediation support team can make a big difference. Attending the Oslo forum series also helped me get a better sense of what it takes to make a mediation process successful.

WOMEN AT THE PEACE TABLE

Enhancing peacemaking through women's experience and expertise

The HD Centre's work on gender and mediation is based on the firm belief that inclusive processes – which seek to reconcile societies in conflict, as well as specific warring parties – foster greater prospects for sustainable peace. Women, therefore, should have a significant presence in negotiating processes if peace agreements are to be successfully implemented across society.

The need to involve a greater number of women in peace processes has already been highlighted by United Nations Security Council Resolution 1325 (UN SCR 1325), and the HD Centre's "Women at the Peace Table" programme is dedicated to promoting the involvement of women, and the consideration of gender issues, in peace processes across Africa and Asia.

Following regional roundtable meetings of female mediators and negotiators on both continents in 2010, in 2011 the focus shifted to

communicating the experiences, expertise and recommendations for mediators to the wider peacemaking community through a series of publications. Two opinion pieces on gender issues in peacemaking were produced in 2011. The first considered UN SCR 1325 itself ("United Nations Security Council 1325 and Peace Negotiations and Agreements"), while the second offered practical ideas to mediators for including gender considerations in peace agreement texts ("G is for Gendered: taking the mystery out of gendering peace agreements").

As part of the African activities of the programme, a strategic reference group was established to provide a formal mechanism for referring women with mediation experience to peace processes on the continent. A publication reflecting on the experiences of women during the Kenya National Dialogue and Reconciliation process was also published in March 2011 ("Beyond the numbers – Women's participation in the Kenya National

Dialogue and Reconciliation"). This aimed to move the debate on from a discussion of how many women are present at peace negotiations to considering the impact their presence may have.

The HD Centre also published a detailed study of the roles of women in peacemaking in Asia for peacemaking practitioners ("Peacemaking in Asia and the Pacific – Women's participation, perspectives, priorities"). The report captured not only women's experiences of peacemaking in the region but also offered recommendations for mediators based on them. This report is now available in Bahasa Indonesia, Tagalog and Thai. At a national level, the HD Centre continued to support the development of Indonesia's National Action Plan on UN SCR 1325 to increase the involvement of women in peacemaking.

Mainstreaming of gender concerns was also achieved across a range of HD Centre projects. For example, the HD Centre, in collaboration

with four Asian-based civil society organisations, published three reports which offered perspectives on conflict management across India, Indonesia and the Philippines. As part of the 'Comparative Perspectives on Peacemaking in Asia' project, these reports included a detailed focus on good practice in terms of the participation of women in peacemaking.

The HD Centre is conscious of the need to ensure that women are

involved, and gender issues are considered, in its own operational peacemaking projects. As an example, the HD Centre, with other members of the International Contact Group, successfully advocated for the inclusion of women as advisors in the Moro Islamic Liberation Front's panel for negotiating peace in the Philippines. In 2011, the HD Centre's Libyan project also made careful arrangements to ensure that women could travel to, and participate in, an inclusive

dialogue process within Libya's social norms. The end of the year also saw the start of a gender mentoring pilot project within the Asia Office of the HD Centre in which six members of staff will be mentored by three external gender experts to increase understanding of how gender issues can be included in their work.

Indonesia's national plan on gender, peace and security policy

The HD Centre's first "Women at the Peace Table" roundtable meeting in Indonesia on 24–25 March 2010 had a particularly significant effect. As a result of the meeting, a representative from Indonesia's State Ministry for Women Empowerment and Child Protection (KNPP&PA) asked the HD Centre to contribute to the process of developing the Indonesian National Action Plan (NAP) on UN Security Council Resolution 1325 which aims to enhance the roles of women in peace processes.

The Indonesian Government had been developing the NAP, with the support of the United Nations (UN) Population Fund and UN Women, since 2007. In 2010, three meetings convened by the HD Centre in Indonesia as part of the "Women at the Peace Table" programme included a review of the draft NAP. Drawing on its international network, the HD Centre also enabled a woman from the Philippines, who had been involved in the development of her own country's NAP, to attend a meeting and



An Indonesian woman casts a ballot at a polling station in Jakarta, Indonesia, Thursday, 9 April 2009, during parliamentary elections.

share her experiences. Participants at the meeting noted that this was a valuable, comparable perspective from the region.

With the revisions near completion, in 2011 the emphasis shifted to garnering support for the NAP among Indonesian ministries. The plan was presented at an inter-ministerial meeting in February. A decision was subsequently taken to re-name the plan as the NAP on Prevention, Protection and Empowerment of Women in Conflict Areas and to pass it as a higher level Presidential Decree in order to make it easier to monitor its implementation across all government ministries. In December 2011, the HD Centre also held a meeting in co-operation with KNPP&PA to support women from conflict-affected areas in planning the implementation of the NAP in their areas. The NAP is likely to be launched in 2012.

MEREDITH PRESTON McGHIE

Women on the frontline of peace

How did you become involved in mediation?

I first became involved in mediation as a result of human rights work I was doing with indigenous communities in Asia, when I worked with the Naga leadership from North East India, who were in the process of talks with the Indian Government at the time. From there I became involved in Disarmament, Demobilization and Reintegration (DDR) elements of peace processes, particularly issues relating to gender and disability, before joining the HD Centre.

What do you consider your most significant experiences as a mediator?

I was privileged to work on the Kenya National Dialogue and Reconciliation process under H.E. Kofi Annan. I think this was one of my most significant experiences as it was both a unique process and an incredible opportunity to learn from such a strategic and experienced mediator. The high profile nature of the process also highlighted to me how successful mediation can be when there is a broad unity of purpose among all the key powerful players with an interest in the outcome. I have since been involved as a lead mediator in a smaller confidential process, which was particularly significant in allowing me to directly lead a mediation process, which had a largely security focus – this was challenging as a woman, however having extensive experience in a given situation and with the actors was important in compensating for any potential prejudice that may have occurred as a result of my gender. Ultimately, I don't believe that my being a woman necessarily hindered my ability to lead the process.

Do you think the gender of the mediator has an influence on the mediation process? And, if so, how do you think it might influence the process?

Gender has an influence on how you are able to develop relationships and how you are perceived, so it definitely has an impact on a mediator. I found this manifested itself in part in how I was able to speak to the parties – there is a different dynamic with a woman and this can be used to the advantage of the process, as you can build trust and confidence in a different way.

How do you think the incorporation of gender issues in peacemaking processes could be improved?

One of the great challenges to improving gender aspects of peace processes is working to identify bespoke advice for each mediation so that gendered advice is directly and specifically relevant to the particular circumstances and issues on the table – and then to ensure that advice is being heeded at the highest levels. So often, gender advice is viewed as too general, when women – or gender advisors – are not privy to the full range of issues and dynamics on the table in the room. For this to change, mediators themselves need to take a lead in bringing women to the table, but, similarly, parties need to be pressured from all corners to take these issues seriously. Often a mediator can push the issue, but if the parties are both resistant, this can pose a challenge – particularly if the mediator is a “weak” mediator with limited leverage over the parties. Other actors influencing a



Meredith Preston McGhie

“... there is a different dynamic with a woman and this can be used to the advantage of the process, as you can build trust and confidence in a different way.”

process – including western governments – have a large role to play in pressing for these issues to be taken seriously.

What were the biggest challenges you faced as a female mediator?

From a very personal standpoint, juggling pregnancy and childbirth in the midst of a process was hugely challenging! Attitudes towards me as a woman in mediation processes have been mixed. In some cases I have seen how important it is to be a woman in such circumstances in terms of your ability to speak in a

different way to men around the table. The role, for example, of Graça Machel in the Kenya process, as a woman who had a voice of moral authority in the process was hugely important. That said, there are also hurdles to be overcome to be taken seriously as a lead mediator as a woman, particularly when security issues are the overriding focus of the talks.

Are there any lessons you’ve learned which you could pass on to other female mediators?

In that regard, knowledge of the players, of the politics and of the situation cannot be undervalued in its importance in getting you to be accepted by the parties to a process – whether you are a man or a woman. If you are viewed as someone who can be trusted by both parties, and that can deliver, these are the most critical elements, and can in some cases therefore overcome gender prejudices. Often the prejudices come not just from the parties but from other actors around the process, and not only towards women participating in different forms as mediators, advisers etc., but primarily towards inclusion of gender issues that will have a longer term impact on the ground on the women and men affected by a given conflict. This is where we must focus so much of our efforts for change in this area.

HUMANITARIAN MEDIATION PROGRAMME

Addressing humanitarian problems on two continents

In 2011, the HD Centre's humanitarian mediation programme focused on two distinct humanitarian problems in Africa and Asia.

In Africa, the HD Centre continued its work to complement the official African Union/United Nations (AU/UN) mediation process and reduce the humanitarian impact of the conflict in Darfur by organising workshops with Arab nomadic groups as well as one of the main opposition movements. The workshop with the Liberty and Justice Movement (LJM) focused on the humanitarian and human rights aspects of the peace agreement for Darfur which, at that time, was being negotiated by the AU/UN mediators in the Qatari capital of Doha. The LJM later signed the agreement. The HD Centre also initiated a series of workshops with Arab nomadic groups from all three of Darfur's regions. The workshops identified potential United Nations projects which could have a beneficial impact on nomadic communities. Following the referendum which resulted in

independence for South Sudan, the HD Centre also convened a roundtable meeting with humanitarian agency representatives at its headquarters in Geneva to discuss the developing situation in South Sudan.

In Asia, the HD Centre initiated a new project to address the plight of the indigenous Rohingya population in the region. Many Rohingya people live in Myanmar's Northern Rakhine State but there are also communities in Bangladesh, India, Pakistan, Thailand, Malaysia, Indonesia and China, most of whom have arrived by boat in recent years. Ensuring the long-term stability of the Rohingya population and solutions for their situation requires a regional response and the HD Centre, which has significant operational experience in Asia through its Singapore office, has established initial contacts with regional governments and will convene its first multi-government discussion on the Rohingya people in early 2012.

In addition to its work in Sudan and with the Rohingya people, the HD Centre's programme convened a confidential humanitarian dialogue process in Asia in 2011 at the request of the UN. This has facilitated talks between the concerned parties on issues relating to the protection of civilians and humanitarian access to areas not controlled by the Government.

In Geneva, the humanitarian mediation programme has also begun to provide a discreet venue for dialogue with concerned Governments and agencies on some of the pressing humanitarian issues in current conflict areas. The HD Centre plans to continue this dialogue process in 2012 by identifying concerns around the humanitarian response to conflicts and offering a platform for sharing views and discussing possible new approaches.



Humanitarian mediation workshop for North Darfur's Nomads Peace and Development Network, El Fasher, Darfur , September 2011.

AN OUTSIDE PERSPECTIVE ON THE HD CENTRE

Interview with Mr Oriano Micaletti

Officer in Charge

**Humanitarian, Protection Strategy Coordination Division (HPS)
United Nations/African Union Mission in Darfur (UNAMID)**

What is the nature of your collaboration with the HD Centre?

We are supporting CHD (the Centre for Humanitarian Dialogue) in the on-going dialogue and reconciliation process with nomadic communities in Darfur.

How did you become involved with the HD Centre?

Initially supporting CHD in liaising with the movements in Jebel Mara and in an attempt to expand humanitarian space subsequently we extended our support to CHD in the dialogue process with the nomadic communities.

What is the HD Centre doing to help the situation in your area?

CHD is helping in reaching out to a segment of the Darfuran population (20%), which has been partially neglected by the Humanitarian Community and has had limited access to humanitarian assistance.

What are the most significant changes you've seen as a result of the HD Centre's work in your area?

There is more interest in the Humanitarian Community about nomadic communities and for the first time "assistance" to nomadic communities has been listed in the Humanitarian Work Plan for 2011–2012.

What more could be done to improve the local situation?

To further support the dialogue process, allocating funds for projects involving the nomadic communities.

THE HD CENTRE'S FACES

Presenting the HD Centre through its staff



“ David Gorman

Where are you based?

In the HD Centre's office in Manila, Philippines.

What is your role at the HD Centre?

I serve as the Mediation Advisor for the HD Centre's mediation projects and oversee the programme in the Philippines.

What does this involve on a day-to-day basis?

I am primarily engaged in the peace talks between the Moro Islamic Liberation Front (MILF) and the Philippine Government as a member of the International Contact Group. I also advise on one of our confidential projects and a few of our projects in Southeast Asia. In 2011, I spent a good deal of time in Libya initiating a project on fostering dialogue among Libyans. When I am back here in the Philippines, I oversee the clan mediation work in Sulu, a solidarity initiative between the MILF and the Moro National Liberation Front, and our Mindanao Think Tank. Fortunately, we have a fantastic team of people in the Philippines that is really the engine behind the work there.

What is your previous experience in peacemaking?

I started my career in this line of work in 1993 with Search for Common Ground in Washington D.C. I then worked in the Occupied Palestinian Territories for three years on several peacemaking projects including local talks in Jerusalem between Palestinians and Israelis. For a change of scenery, I went to Liberia for two years and Bosnia for a year working on various peacebuilding and emergency relief initiatives with Oxfam GB. I joined the HD Centre in August 2000 and went immediately to Aceh where I spent most of the next four years on the peace process.

What inspired you to join the HD Centre?

I liked the 'humanitarian' approach to dialogue. I thought it was a good entry point for initiating dialogue with armed groups. But, more importantly, it helps me, and I hope the parties, stay grounded on what this is all about – addressing the causes of the conflict, so we can improve the conditions of the people. Unfortunately, the parties, and even us sometimes, can lose focus on this.

A selection of the HD Centre's 2011 publications



Issues in mediation

Can mediation transform societies ?

By Dr Katia Papagianni

Mediation Practice Series : Negotiating Ceasefires

By Luc Chounet-Cambas

Meeting Report – Oslo forum 2011

By the HD Centre

Gender and mediation

UN Security Council 1325 and Peace Negotiations and Agreements

Opinion Piece by Christine Bell and Catherine O'Rourke

Beyond the numbers – Women's Participation in the Kenya National Dialogue and Reconciliation

By Meredith Preston McGhie and E. Njoki Wamai

Peacemaking in Asia and the Pacific: Women's participation, perspectives, priorities

By the HD Centre

G is for Gendered : taking the mystery out of gendering peace agreements

Opinion Piece by Antonia Potter

Conflict resolution analysis

Conflict Management in Indonesia – An Analysis of the Conflicts in Maluku, Papua and Poso

By the HD Centre in partnership with the Indonesian Institute of Sciences and Current Asia (also published in Bahasa Indonesia)

Conflict resolution: Learning lessons from dialogue processes in India

By the HD Centre and the Delhi Policy Group

Armed Violence in Mindanao: Militia and private armies

By the HD Centre and the Institute of Bangsamoro Studies

Armed violence reduction and prevention

Sihmag 2010 Review

An overview of the activities of the Armed Violence Reduction Initiative

Preventing Election Related Violence

A report on the activities of the Preventing Election Related Violence initiative by the HD Centre and the Australian Agency for International Development



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Finances & Governance

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Funding & Finances

The HD Centre is funded by a range of donors providing direct project as well as institutional support. This income allows the HD Centre to operate in a flexible manner and respond to crises as they develop, looking ahead to issues on the horizon and providing support to others working in the mediation field. This breadth of support ensures that the HD Centre is able to maintain its independence and to manage risks in all of its operations.

In 2011, overall income grew to CHF 16,411,802. With an important increase in activities planned in 2012, along with careful development of resources and capacity, income is anticipated to rise this year.

The HD Centre is keen to build on the existing relationships with its main donors and to broaden and deepen its financial support. While the HD Centre is very grateful to all of its donors, it recognises that

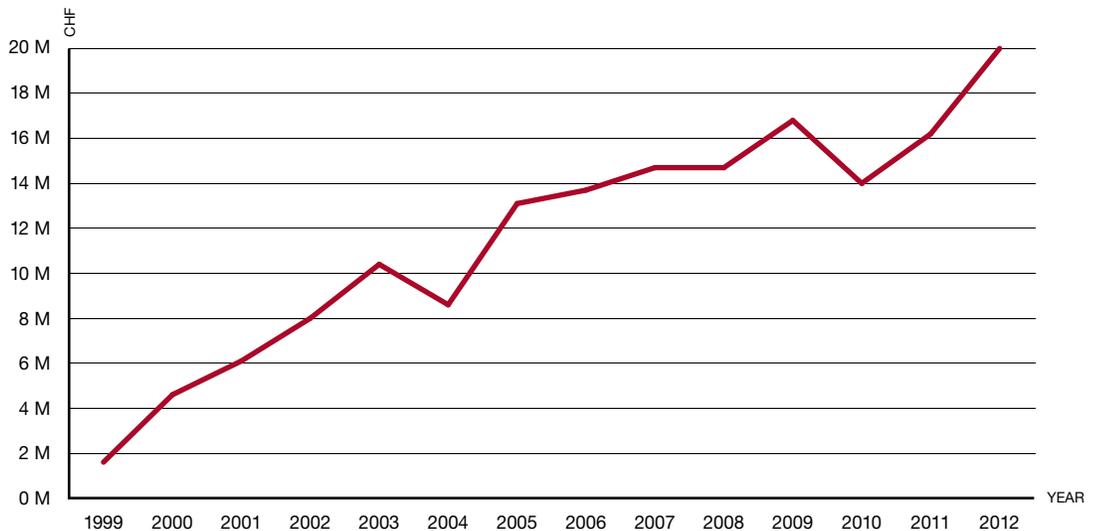
without the key institutional support offered by Norway, Switzerland, Sweden and the Netherlands, the HD Centre would not be as effective in its work. Long term, sustainable and, as much as possible, predictable income ensures the HD Centre is able to pursue its work through to fruition. These donors have also contributed significant funding to programmes.

The European Union (EU) funded work on two programmes in South East Asia, agreed to fund a wide ranging programme in Libya for 2012, and contributed towards the HD Centre's assessments. The Governments of Australia, Belgium, Canada, Denmark, Germany, Liechtenstein, Singapore, the United Kingdom and the United States provided discrete regional and programme funding contributing to direct activities, and their results, in some of the world's most complex situations and concerns.

In 2011, the HD Centre also received critical backing from private sources including new income from Steve Killelea, Humanity United and the Rockefellers Brothers Fund, which was used to help start up important new activities. These donors joined other private actors such as George Soros, his Open Society Institute, the MacArthur Foundation, AECOM and the 3rd Millennium Foundation, in recognising and supporting the role the HD Centre is able to take in helping to achieve peaceful ends through dialogue.

As an organisation focused on operations and based in Geneva, it is particularly relevant to the HD Centre that its role in the world is recognised locally. Support received in 2011 from the City, through its loan of the Villa Plan-tamour as the HD Centre's headquarters, and from the Canton of Geneva, for one of its key Asia-based projects, was most valuable

The HD Centre is funded by a range of donors allowing it to operate in a flexible manner and to respond to crises as they develop.



and helps confirm the HD Centre's place in the City of Peace and the centre of international humanitarian affairs, rights and peace which Geneva has become.

In the near future, the HD Centre will seek increased private contri-

butions to help it take calculated risks and develop effective programmes. The HD Centre is also planning activities that will need further funding for which the HD Centre is seeking support and where the results of dialogue have great potential to bring peace.

The HD Centre's total expenses in 2011 amounted to CHF 16,271,158 compared to CHF 16,977,559 in 2010. The slight decrease is the result of efficiency measures taken during 2011.

THE HD CENTRE'S GOVERNING BODY

Experience across the Board

In 2011, the HD Centre welcomed three new members to its Board:



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 was on Transparency International's Board of Directors from 2003 to 2006 and was elected again for three years in 2011. His main focus is supporting the organisation's work to improve corporate transparency and integrity. Mr Brooks also chairs the Board of the Global Network Initiative and was the former worldwide Chairman of Price Waterhouse, taking a key role in the merger negotiations which resulted in the company becoming PricewaterhouseCoopers in 1998. In addition to being a member of the HD Centre Board, Mr Brooks is the Chairman of the Audit and Finance Committee which reviews the financial management of the organisation on behalf of the Board.



Ambassador Raymond Loretan

Ambassador Loretan is a former Swiss Ambassador and Diplomatic Secretary to the Swiss Secretary of State for Foreign Affairs, as well as a founding partner of the consulting firm Fasel Balet Loretan Associés. 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. Ambassador Loretan is also Chairman of the Board of both the SRG SSR (the Swiss broadcasting corporation organisation) and the Genolier Swiss Medical Network Group, as well as a member of the Board of several other companies. In addition, he is a former Secretary-General of the Swiss Christian Democratic Party.



Dr Ghassan Salamé

Dr Ghassan Salamé is the Dean of the Paris School of International Affairs and Professor of International Relations at Sciences Po in Paris (1986–). 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 2000–2003, 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.

He presently sits on the Board of various organisations including the International Crisis Group. He is the chairman of the Arab Fund for Arts and Culture.

These three new members will add to the experience already established within the HD Centre Board. The other continuing HD Centre Board members are:



Jean-Marie Guéhenno

Chairman of the HD Centre Board

Mr Guéhenno temporarily stepped down from his positions as Chairman and member of the HD Centre Board in late March 2012 following his appointment as Deputy Joint Special Envoy of the United Nations and the League of Arab States on Syria.

Arnold Saltzman Professor of Professional Practice at Columbia University and non-resident Senior Fellow at the Brookings Institution; Former French diplomat; United Nations' Under-Secretary-General for Peace-keeping Operations (2000–2008); Member of the Cour des Comptes, Paris (1976–2000); Chairman of the Institut des hautes études de défense nationale (1998–2000).



Ambassador Jenö Staehelin

Vice Chairman of the Board

Since March 2012, Ambassador Staehelin has become the Acting Chairman in the temporary absence of Mr Jean-Marie Guéhenno.

Former Swiss Ambassador to Japan (1993–1997) and to the United Nations in New York (1997–2004), and former Chairman of the Board of UNICEF (2003); Head of Europe and North America Division, Swiss Ministry of Foreign Affairs (1986–1993); Member of the International Committee of the Red Cross (2006 to present); Member of the Board of Schindler Holding AG and of the Kofi Annan Foundation.



Vidar Helgesen

Chairman of the Operations Committee

Secretary-General of the International Institute for Democracy and Electoral Assistance – IDEA (2006 to present); Norway Deputy Minister of Foreign Affairs (2001–2005); Special Adviser to the President of the International Federation of Red Cross and Red Crescent Societies in Geneva (1998–2001). Mr Helgesen holds a law degree from the University of Oslo and has practised as an Attorney-at-Law. In addition to being a member of the HD Centre Board, Mr Helgesen is the Chairman of the Operations Committee which assists the Board in supervising the conduct of the HD Centre's operations.



The HD Centre's Honorary President

Since 2010, the HD Centre has also 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 of the Western European Union (1999–2009); Former Secretary General of the North Atlantic Treaty Organisation – NATO (1995–1999), and a former Spanish Foreign Minister.



Karin Jestin

Head of the philanthropy practice at Lombard Odier and Secretary-General of Fondation Lombard Odier (2008 to present); Director at FSG Social Impact Advisors (2004–2008); Senior Adviser at the International Federation of Red Cross and Red Crescent Societies (2000–2004), and previously consultant with McKinsey & Company; Member of the Board of Swiss Foundations, Fondation Philanthropia and other non profit groups.



Irene Khan

Director-General of the International Development Law Organization – IDLO (2012 to present); Secretary General of Amnesty International (2001–2009); Worked for UNHCR (1980–2001) as Deputy Director (International Protection), Chief of Mission in India, Head of UNHCR team in Former Yugoslav Republic of Macedonia during the Kosovo crisis, and Senior Executive Officer to High Commissioner Sadako Ogata. Ms Khan has taught, lectured and published on human rights, gender and development issues.



Olivier Steimer

Chairman of the Board of the Banque Cantonale Vaudoise (2002 to present); Vice-Chairman of the Swiss Federal Railways; Vice-Chairman of the Bank Council of the Swiss National Bank; Member of the Board of ACE Ltd; ETH, economiesuisse and Avenir Suisse; Chairman of the Foundation Board of the Swiss Finance Institute.

The HD Centre would also like to thank two members who left the HD Centre Board in 2011, Ms Bineta Diop and Mr Gerard Walzer, for their contributions to the development of the organisation.

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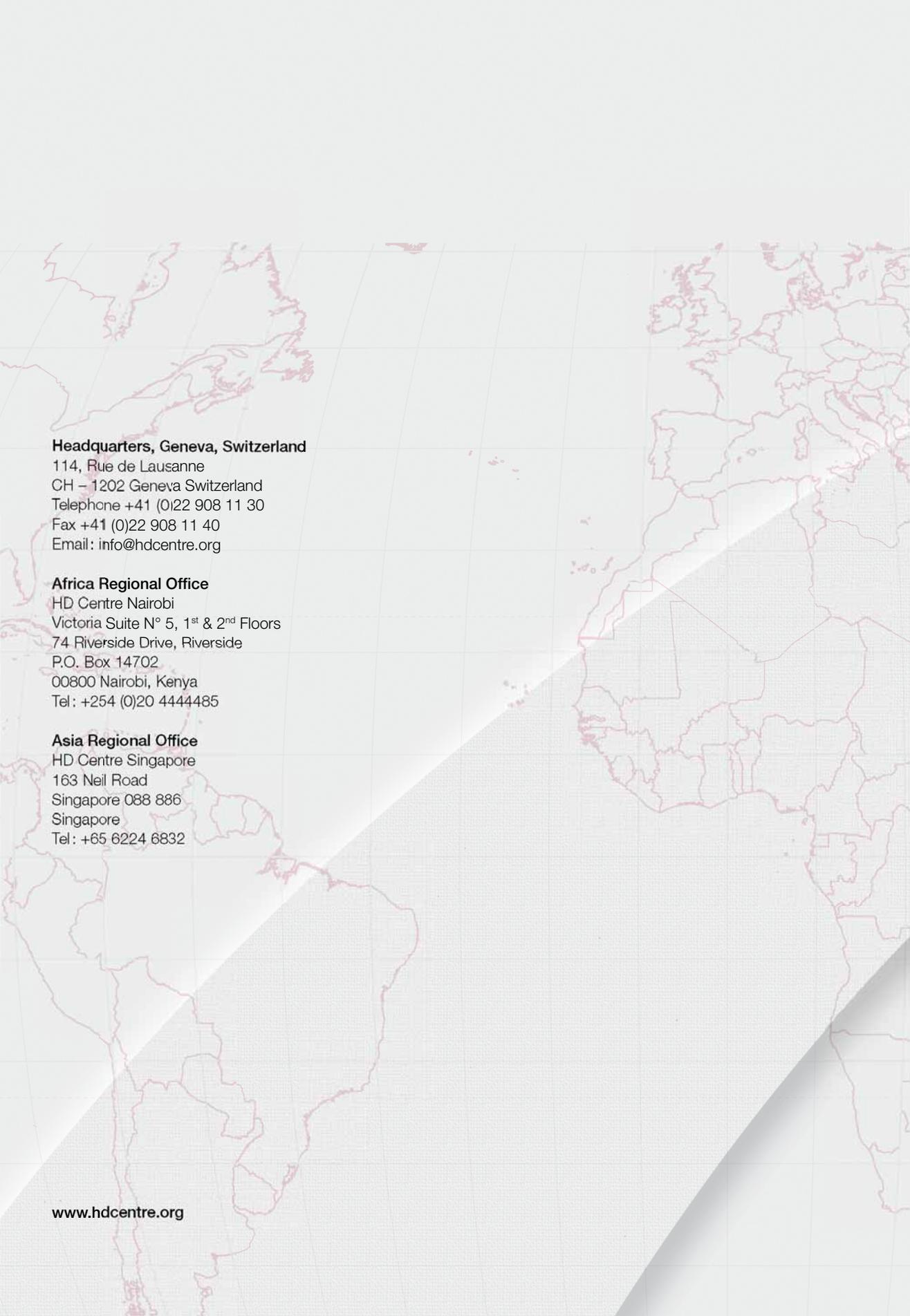
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