

Contents

About the HD Centre

5

2013 operations in perspective

17

Governance and finances

37



About the HD Centre



Message from the Chairman of the Board

Jean-Marie Guéhenno

2013 was an eventful year for the HD Centre, in terms of operations and internal developments.

Our interventions generated some very tangible successes, including nine peace and ceasefire agreements. In many cases, the HD Centre's contribution remains confidential, in keeping with its agreements with the conflict parties. There were also less tangible achievements including the creation of reliable and discreet networks of communication, building trust between conflict parties, promoting peaceful change processes, providing expert advice and helping to defuse political tensions.

Across the world, we were able to engage with actors at all levels, from the grassroots to the halls of power. Our flexibility and expertise enabled us

to react to difficult and evolving circumstances in ways that addressed immediate problems while also positioning the HD Centre well for the long term.

It was also a year of significant change for the HD Centre itself. We laid down our core principles in a Charter which will serve as the organisation's moral compass and help us to navigate the increasingly complex peacemaking landscape. We hope this Charter will also stimulate discussions with other peacemaking organisations about the tenets we share.

We continue to look for new ways to demonstrate the impact of our peacemaking efforts and ensure they are inclusive, particularly in terms of promoting the role of women in peacemaking. We have now

added a Monitoring and Evaluation Manager as well as an Inclusion Co-ordinator to the HD Centre's team to support these crucial areas of our work. This year we also gathered staff from across our international organisation for the first time to candidly discuss the HD Centre's identity and purpose as well as our future direction.

The composition of the HD Centre's Board changed this year too – most recently with the arrival of Mr Espen Barth Eide, a former Norwegian Minister of Foreign Affairs. Dr Surin Pitsuwan, Dr 'Funmi Olonisakin and Mr Neil Janin also joined the Board in 2013 while Mr Vidar Helgesen stepped down. He has taken up the role of Norway's Minister in the Office of the Prime Minister responsible for European

relations as well as Chief of Staff in the Office of the Prime Minister. We wish him well and, on behalf of the Board and the organisation, I'd like to pass on our thanks to Mr Helgesen for his service to the HD Centre over the last five years.

As we look ahead to our 15th year and beyond, we see a landscape full of opportunities and challenges. The independence, impartiality, flexibility and discretion which have helped us facilitate more than 17 peace and violence-reduction agreements in the last two years will continue to help us to overcome those challenges and take those opportunities. We look forward to working together as an organisation to realise our common purpose; to foster peace wherever it is possible.



Message from the Executive Director

David Harland

The war against war

Armed conflict has increased in our world since the end of 2010 – more people have been killed by armed actors, more people have been displaced, and more people are suffering. Syria continues to be a bloodbath. Iraq and Nigeria, with little international attention, have become more violent. Eruptions of violence in the Central African Republic and South Sudan have been a disaster for populations already living in conditions of extreme poverty.

This upturn in fighting – after two decades of expanding peace – has major consequences, far beyond the battlefield. The World Bank confirms that armed conflict is now the single biggest driver of extreme poverty in our world. The ungoverned spaces that modern warfare produces are enablers of both terrorism and international crime.

We can reverse it. We know more about the drivers of conflict now than ever before; we know which tools work, and when, and which do not. The HD Centre – along with others – has been part of the broader positive engagement with armed conflict. These efforts are successful and need to be consolidated as new threats emerge.

There are two parts to the HD Centre's contribution to the war against war.

First, we provide a confidential space for parties involved in conflict to explore the options for a negotiated settlement, away from the public eye, without physical threat, and without the pressure of time. We do this in Geneva – the world's capital of peacemaking and humanitarian action – and in other neutral, discreet venues around the world. In the most successful cases, these processes take on a life of their own and the HD Centre steps back. The past year has been a good one for this work.

Second, we offer a range of technical support to parties in negotiation. During the past year we have continued to support the extraordinary efforts of the parties to the conflict in the Philippines, and to the people of the conflict-affected areas. This is working. There will be no immediate end to a conflict that emerged and has been fought over decades, and in which over 100,000 people have been killed. There could be setbacks, but the parties are achieving extraordinary things and we are proud to be of support.

Libya also remains troubled and violent since the fall of the Qaddafi dictatorship. The HD Centre has been working with local mediators, known as *Hukama*, including to facilitate a peace agreement between warring tribes of the Sabha region of southern Libya. In Kenya, we supported the National Cohesion and

Integration Commission to foster dialogue between community leaders in the Rift Valley. Given the history of electoral violence there, it was particularly encouraging to see voters cast their ballots in a peaceful national election in 2013.

And so on, across the globe, from Nigeria in the West to Indonesia in the East, and in most of the world's conflict-affected countries.

As conflict surges, as it will from time to time, it is essential that we should invest in those instruments which are measurably effective, and which can help to contain outbreaks and help resume the march towards a wider peace. The HD Centre is proud to be one of those instruments, and we are grateful to those – in the scholarly, practitioner and donor communities – who have made our work possible.

About the Centre for Humanitarian Dialogue

Fifteen years after it was founded, the HD Centre has grown from a fledgling private diplomacy initiative into a mediation and peacemaking organisation with a global reach and a wide range of capabilities. Through it all, the HD Centre has remained true to its core mission: to be an independent, impartial organisation which opens channels of communication and dialogue between conflict parties, seeks to expand the space for the non-violent resolution of armed conflict, and provides support to the broader mediation and peacebuilding community.

Since it was founded in 1999, the HD Centre has built a reputation for discretion and effectiveness in private diplomacy. It has successfully husbanded settlements across the world including in many places where its involvement remains confidential.

The HD Centre's private diplomacy work is complemented by broader dialogue initiatives designed to support a move towards durable peace. These seek to engage a larger range of actors, including civil society and community leadership, to support sustainable peace arrangements, transitions to democracy or the management of looming crises. The organisation also frequently supports other mediators, whether they are individuals or organisations, in all aspects of mediation and negotiation processes. It has developed expertise in providing training on mediation and negotiation to those who request it, including political and community leaders as well as other key peace process actors. Alongside these efforts, the organisation engages in dialogue with conflict parties on humanitarian issues. It has also sought to increase women's participation in peace and reconciliation endeavours worldwide.

As the HD Centre has developed this range of activities, it has come to set the standards in NGO peacemaking. The HD Centre convened the first NGO mediators' group in 2012, and is currently engaging the practitioner and donor communities on measuring success in the peacemaking field and on cost-benefit analysis.



Mission

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

Vision, values and principles

The HD Centre was founded to pursue Henry Dunant's vision of a world more humane. The organisation operates in accordance with a set of values that promote integrity, professionalism and respect for diversity in all areas of its work. Our work is motivated by humanitarian considerations and is based on the principles of humanity, impartiality, and operational independence.

Our values and principles, as well as our operational standards, are reflected in the organisation's Charter, which was adopted in 2013.

The HD Centre's activities are guided by strong core values that govern the behaviour of its employees and inform the organisation's interactions with other stakeholders including partners, conflict protagonists and the peacemaking community. In 2013, we consulted and reflected on those values, articulating them in an organisational Charter.

That document constitutes the 'moral anchor' for our operations, sets the parameters within which our staff and associates are expected to conduct themselves, and reaffirms the fundamental principles of the HD Centre and its work.

The Charter emerged from a process of introspection, the aim of which was to clarify our operational niche; validate the HD Centre's identity, principles and mission; and establish some core intellectual foundations for our work. This process followed a period of significant change in the organisation's management structure. Once the dust had settled, an opportune moment presented itself for reappraising our moral, philosophical and operational bearings.

With the Charter as its reference point, the HD Centre will be better positioned to steer its way through an increasingly crowded and complex peacemaking landscape. Our operational environment has become more competitive, and funding more difficult to secure. At the same time, the international legal regime – which continues to tighten the noose on war criminals, illegal armed groups, other undesirables, and even those who support them – has become more rigorous and harder to navigate.

In the pursuit of peace, the HD Centre will still need to deal with warlords, criminals and a range of armed conflict protagonists. Whether we like it or not, the worst of the worst often hold the keys to peace. The challenge is to contribute to their transformation from spoilers into non-violent political actors. Guided by fundamental, peace-promoting values – humanity, impartiality and independence – private diplomacy organisations like the HD Centre try to catalyse such change, stimulate new thinking, and promote a culture of talk and compromise. We believe that it is the principled

peacemakers – those whose rationale and modus operandi are clear, justifiable and grounded in an unambiguous ethical framework – who will succeed in tomorrow's complex conflict environments, supported by an international community that recognises their important niche work.

The Charter leaves the HD Centre's staff, donors, partners and other interested parties in no doubt as to what our organisation does and what it stands for. However, the principles in the Charter are by no means unique to the HD Centre. We believe that we share many values with others in the peacemaking profession – a profession that, perhaps surprisingly,

has not yet formally adopted any shared principles, code or set of ground rules to govern its behaviour (though the UN's non-binding 'Guidance for Effective Mediation', tabled in 2012, serves as an excellent basis for this discussion). With that in mind, HD Centre representatives will seek to build on their own Charter by engaging in consultations with like-minded organisations on the usefulness of developing a set of shared standards or principles. Such a body of common principles would promote the greater professionalisation of the mediation field, and enhance trust and confidence in the activities of mediators operating in politically sensitive conflict environments.

The HD Centre's Charter

Establishing a moral anchor for the HD Centre's operations

The Charter

The HD Centre's representatives shall comply at all times with the following standards:

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

Assuring the impact of the HD Centre's operations

In the last two years, the HD Centre's mediation activities have contributed to more than 17 formal agreements to prevent, mitigate or resolve armed conflict worldwide. In many other cases, the HD Centre has laid a foundation for successful mediation or high-level political dialogue by providing expert advice to other mediators and creating discreet networks of communication between conflict actors.

Despite these successes and an organisation-wide focus on delivering valued results and lasting impact, the effect of peacemaking projects can be difficult to measure with empirical precision. The dynamic, complex and sensitive environments in which the HD Centre operates can defy the best efforts to establish clear baselines, prove causation and quantify impacts. Even after the successful conclusion of peace agreements or other valued outcomes, these challenges remain.

The HD Centre takes a proactive stance towards these challenges. Its monitoring and evaluation (M&E) framework is primarily forward-looking and adaptive, rather than adopting the traditionally retrospective and static 'M&E' approach. In practical terms, this means that the HD Centre's monitoring and evaluation framework is focused on assuring the quality of operational teams' analysis and professional judgement, providing real-time indications of progress towards objectives, and tracking the strategic adaptation of objectives. This approach ensures that the HD Centre's projects are supported by sound conflict analysis, responsive project design and development, clear reporting of results, and shared organisational learning.

By focusing on designing and adapting projects to deliver peacemaking results, the HD Centre invests resources to generate value, while minimising redundant measurement and reporting efforts. The HD Centre demonstrates its commitment to sustainable peacemaking impact in five practical ways:

1. The organisation seeks to recruit and retain the best staff, analysts and consultants in the field, and its project teams collectively pursue high standards in exercising their professional judgement.

The HD Centre's strategic evaluation and learning approach



2. Each project is underpinned by ongoing expert conflict analysis, matched by a clearly articulated project logic (referred to in the evaluation field as a 'theory of change') which links planned activities with high-level objectives. Project teams plan for future scenarios, allowing them to adapt rapidly to changing humanitarian, political and security environments. This careful preparation maximises the potential impact of each project and delivers greater opportunities for learning and adaptation.
3. The HD Centre uses a peer review process to reinforce and assure the quality of the organisation's professional judgements. Peer review allows a trusted person with appropriate expertise, skills and knowledge to critically examine a project, in tandem with the operational team. The peer and the team together review the project's conflict analysis, theory of change, objectives, strategy and reported results. Where appropriate, a review may include Senior Advisers, external experts or the project's own stakeholders to allow for several perspectives on the project's methods and value. Operational needs as well as confidentiality and security

requirements determine the timing, design and focus of each peer review. The reviews also form a central part of the HD Centre's broader internal learning framework, while significantly strengthening individual projects.

4. The HD Centre radically simplifies the elaborate 'logframe' approach by directing attention to a handful of key questions, keeping a clear focus on results:
 - What change does this project seek to achieve? (Impact and value)
 - Why do we think the project will produce this change? (Theory of change)
 - How will we know if we are succeeding? (Objectives and results)
 - How will we demonstrate or measure this success? (Evidence)
 - Why is our professional judgement reliable? (Peer and Senior Adviser review)

5. The HD Centre increases the impact of its projects through clear oversight and collaboration. Project teams work closely with the HD Centre's Regional Directors and Senior Advisers as well as strategic partners, providing real-time information on each project's evolution. Monthly and ad hoc risk-based reports enable project teams and management to reflect on, and adapt rapidly to, changing situations.

The HD Centre's approach delivers value for money by ensuring that project analysis, design, evaluation, learning, and adaptation are strategically aligned and mutually reinforcing. This serves to strengthen the sustainable impact of the organisation's work to prevent, mitigate and resolve violent conflict through dialogue and mediation.

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2013 operations in perspective

Asia

Historic agreement in the Philippines and a critical juncture in Myanmar

The HD Centre's programme of work in Asia in 2013 was focused on the Philippines where great strides were made in finalising the Comprehensive Agreement on the Bangsamoro which was ultimately signed in early 2014. It also focused on Myanmar, where the peace process is at a critical juncture.

In the Philippines, the HD Centre continued to support the region's most important formal peace process between the Government and the Moro Islamic Liberation Front (MILF). Three of the four annexes to the October 2012 Framework Agreement on the Bangsamoro – on transitional modalities, power-sharing and wealth-sharing – were signed in 2013. The final annexe on normalization and the Addendum on Bangsamoro Waters were signed in early January 2014. The parties subsequently signed a historic peace agreement, the Comprehensive Agreement on the Bangsamoro (CAB), on 27 March 2014 in Manila which brings together all the preceding agreements and arrangements. It also formally ends a conflict that has ranked as one of the world's most deadly (with more than 100,000 killed since the 1970s) and paves the way for full autonomy for the southern region of the Philippines in return for a progressive normalization and integration of the MILF armed forces.

As a member and ad hoc co-ordinator of the International Contact Group, the HD Centre played a close support role in the final negotiations and helped provide technical advice and assistance to the parties. Anticipating the move towards implementation of the CAB, the HD Centre's country office in the Philippines also engaged with the Bangsamoro Transition Commission (BTC) at the request of the parties. The HD Centre signed a Memorandum of Agreement with the BTC on 17 December 2013, which lays out the support the organisation will provide to the BTC during the drafting process of the Bangsamoro Basic Law. This support will include: the provision of access to national legal/constitutional and autonomy experts; technical support to the BTC's communications groups and radio shows; and support to consultations with critical stakeholders in Manila and Sulu.

Another bright spot in the Philippines in 2013 was the continuing work of a dedicated team of mediators involved in resolving chronic and debilitating clan conflicts in the province of Sulu. This group of local eminent people, known as the Tumikang Sama Sama (TSS), developed out of the HD Centre's original mandate to facilitate talks with various factions of the Moro National Liberation Front. It later transformed into an established network of mediators working on a daily basis to mitigate the impact of endemic clan conflicts in Sulu.

Since 2010, with the support of the HD Centre, the TSS has resolved more than 35 clan conflicts which have affected the lives of 223,423 people. In 2013 alone, the TSS dealt with 23 clan conflicts and prevented violence in 20 of these through direct interventions. The TSS' interventions led to the final settlement of 11 clan conflicts affecting the lives of 105,775 people.

The HD Centre also continued its support for the peace process between the Government and the National Democratic Front of the Communist Party of the Philippines. The HD Centre helps manage the Joint Monitoring Committees of both sides. Through this channel, the HD Centre supported confidence-building measures between them. Although the parties have yet to formally return to the negotiation table, these efforts helped bring about a two-month humanitarian ceasefire, the longest yet, in advance of the Yolanda/Haiyan typhoon.

The organisation's other major focus in Asia in 2013 was Myanmar which is on the brink of moving from bilateral ceasefire talks with individual ethnic armed groups to a collective political dialogue that will involve them all. The technical support provided by the HD Centre, at the request of the parties, is



Signing of the Comprehensive Agreement on the Bangsamoro, 27 March 2014.

designed to help make this transition successful and prepare for an inclusive political process that could end over six decades of conflict.

To this end, the HD Centre officially inaugurated its Myanmar country office in February 2013 and embarked on an effort to assist a home-grown initiative to end more than a dozen armed conflicts in areas which have ethnic nationality populations. In the context of a nationally owned peace process, the focus has been on providing the ethnic armed groups and the Myanmar Peace Center, a government-led organisation, with relevant technical assistance to help them reach and implement ceasefire agreements, and move towards a political dialogue that will address the root causes of the conflict.

During 2013, the HD Centre deployed ten expert missions to Myanmar which drew on relevant comparative experience from peace processes in the region and beyond. These expert missions covered a range of issues from ceasefire monitoring to the devolution of power, security sector reform, structuring peace processes and national dialogue models.

Looking forward to 2014

Supporting the implementation of the Comprehensive Agreement on the Bangsamoro in the Philippines will continue to be a priority for the HD Centre in Asia. As a member of the International Contact Group, the organisation is committed to supporting the development of the Basic Law which will form the basis of the autonomous region of Mindanao. Meanwhile, the HD Centre's Myanmar Country Programme will move into its second year of operation and continue to respond to requests for support to the Myanmar peace process. This process aims to secure a National Ceasefire Agreement as a prelude to political dialogue which, it is hoped, will end decades of civil war in the country.

Africa

Success in Kenya, new challenges in West Africa

The first months of the year in Africa were marked by national elections in Kenya which took place without major incidents even in the tense Nakuru County, the epicentre of violence in previous electoral processes.

The elections signalled the successful conclusion of the HD Centre's initiative in the Rift Valley where it had been involved in the implementation of the 2012 peace agreement reached by the Nakuru County Elders. Before the March 2013 elections, the HD Centre and the Elders organised a series of dialogues on points of contention among local actors, including land issues and the resettlement of internally displaced people (IDPs). After the elections took place without incident, the Elders reported that popular sentiment indicated the dialogue process had a substantial positive influence on the peacefulness of the electoral process in Nakuru County. The HD Centre hopes that the spirit of co-operation developed by the Elders over the last few months will continue in the future.

The elections in Kenya also crowned a busy year in Africa that included inter-communal dialogue processes, electoral support, the training of national politicians, and advocacy for increasing the inclusion of women in peace and negotiation processes. The HD Centre collaborated with a wide range of groups all over the continent. The organisation's work was particularly focused on West Africa where the HD Centre was active in Nigeria, Mali and Guinea-Bissau.

Indeed, the HD Centre's successful experience in Kenya bodes well for its ongoing work in Jos, Nigeria, which centres on a series of dialogues modelled on those conducted in Nakuru County. In Jos, the HD Centre engaged leaders of the five main communities – the Afizere, Anaguta, Berom, Fulani, and Hausa – and the State and Federal governments in a dialogue process for the first time.

Jos has been wracked by conflict between nomadic Muslims from the north and local 'indigenous' farmers since the 17th century, but the conflict has flared up in the last two decades. After several high-profile international commissions



An artist paints a peace message on the tarmac in Nairobi, March 2013.

failed to bring the warring communities to the table, the HD Centre began working in Nigeria in early 2013 to try to end the violence and facilitate reconciliation.

At the first three sessions of the dialogue series (in August, September and October 2013), community members raised issues and these were distilled by the HD Centre into a Roadmap for Discussion. Topics included religious tolerance, the detention of young people, blockages of roadways, youth unemployment, and local and federal governance. All parties involved in the sessions expressed their satisfaction with the format and the participants as well as the quality and candour of the discussions. The HD Centre plans to organise five more sessions in 2014.

In Mali in 2013, the HD Centre focused its efforts and resources on fostering networks of community leaders in the northern part of the country to help reduce tensions between them. The networks also aimed to help those communities connect with national and international decision-makers to

The elections in Kenya crowned a busy year in Africa that included inter-communal dialogue processes, electoral support, the training of national politicians, and advocacy for increasing the inclusion of women in peace and negotiation processes.



Women fleeing sectarian violence in the Central African Republic, April 2014.

enable their views to be included in the country's national dialogue process. Similarly, the HD Centre helped raise the awareness of the parties involved in peace talks and international supporters of the need for the process to be inclusive.

As part of fostering the networks, four inter-communal dialogue sessions were convened in the Azawad region, bringing together civil society leaders, IDP groups and refugee populations. The

four workshops also contributed to preventing further inter-communal violence in the region. Each meeting led to a follow-up session with representatives of international bodies including the Economic Community of West African States (ECOWAS), the African Union (AU), the United Nations (UN) and countries with significant interests in the process. The HD Centre's activities in Mali in 2013 also included enhancing the capacity of

armed groups from northern Mali to engage in a negotiation process with the State of Mali and facilitating the resolution of local inter-community conflicts which threatened the ongoing process and the long term stability of the country.

In Guinea-Bissau, the HD Centre worked in partnership with ECOWAS and began piloting an electoral dispute resolution mechanism. Guinea-Bissau's four decades of independence have been characterized by an unrelenting cycle of military coups, transitional governments and political infighting. The resulting instability has provided fertile soil for illicit enterprises including drug trafficking as well as illegal logging and fishing. With elections originally scheduled for November 2013, ECOWAS sought the HD Centre's help in strengthening its ability to avert and defuse electoral and constitutional crises in the country.

As a result, between August and October 2013, the HD Centre conducted three assessment missions in Guinea-Bissau. The organisation subsequently met the Government's National Commission for Strategic Planning to strengthen

the reform processes already in progress under the Commission's auspices. Working in co-operation with the Special Representative of the United Nations Secretary-General to Guinea-Bissau, José Ramos-Horta, in December 2013 the HD Centre successfully brought the Commission and civil society leaders together to discuss the reform plans and the role of civil society in those plans.

In addition, in 2013 the HD Centre continued to assist African regional organisations, especially the AU and ECOWAS, in strengthening their respective capacity to support peace processes. This work included finalising a three-volume handbook on mediation and peace practices for the African Union which has been greatly appreciated by the AU. The latter has subsequently asked the HD Centre to help its field missions to consider the issues in the handbook in relation to their particular peace processes.

In the last weeks of the year, the HD Centre also began looking into ways to prevent further violence and help resolve the bloody conflict which has broken out in the Central African Republic.

Looking forward to 2014

With the Bissau-Guinean elections having been postponed until April 2014, the pilot project with ECOWAS will lead the HD Centre's planned activities on the continent for the forthcoming year. In the weeks leading up to the elections, the HD Centre plans to support ECOWAS' electoral 'situation room' in the country through the design and implementation of mediation and dialogue activities. Following the elections, both organisations will discuss whether or not to implement similar electoral dispute resolution schemes in future West African elections. In addition to its focus on Guinea-Bissau, the HD Centre will support government peace and reconciliation efforts in the Casamance region of southern Senegal, home to a separatist movement which has been fighting as the Movement of Democratic Forces of Casamance (MFDC) since the early 1980s. In co-ordination with local mediators and Sant'Egidio, the HD Centre plans to act as an impartial intermediary between the MFDC rebels and the Senegalese Government. Following its initial assessment of the situation in the Central African Republic in December 2013, the HD Centre was also officially mandated by the Government in early 2014 to run a national reconciliation dialogue process and support several communication processes and platforms in the country.

Middle East and North Africa Lights in the darkness

The HD Centre's Middle East and North Africa (MENA) team faced difficult and dangerous work environments in 2013 in Libya and Syria, two of the countries in which the team is most active, while in Tunisia it was able to help facilitate promising steps towards democratic consolidation.

In Libya, the political and security situation remained very unstable in 2013. However, the HD Centre was well positioned to continue helping Libyans to manage and mediate the local conflicts that have broken out since the fall of Muammar Qaddafi's regime as well as find opportunities for dialogue.

The HD Centre's most public success in Libya in 2013 came with the signing of a peace treaty between the tribes of the Sabha region of southern Libya on 20 April. The HD Centre provided support to the mediators – traditional tribal elders known as the *Hukama* (Wise men) – as they sought to build on a September 2012 ceasefire between Sabha's warring tribes.

Following the signing ceremony, the HD Centre remained engaged in Sabha throughout the year. In September, the organisation convened a roundtable discussion in Tripoli on the theme of 'Promoting Stability and Consolidating Peace in Sabha', during which participants decided to establish a Sabha Working Group to promote social cohesion and inclusiveness. The HD Centre has since been supporting this group and, when violence erupted in Sabha again in early January 2014, the networks of contacts which the HD Centre had established were able to initiate negotiations that resulted in a temporary ceasefire within days.

Beyond Sabha, the HD Centre maintained several other streams of work in Libya including the provision of technical assistance to Libya's national dialogue process. This assistance initially focused on helping to consolidate Libya's various national dialogue initiatives and promoting co-ordination between these and other key aspects of the transition process. From October, the HD Centre also convened a series of informal rounds of dialogue in conflict-ridden



Syrians walk along a severely damaged road in the north eastern city of Deir Ezzor, January 2014.

regions with key local actors. Three roundtables were held in the last three months of the year in Tripoli, Benghazi and the western city of Nalut. The Tripoli meeting, in particular, proved its value almost immediately: contacts between the *Hukama* and local security actors allowed for a quick response in the aftermath of the deadly violence that wracked the capital on 15 and 16 November.

In Syria, civil war raged on throughout the year with no end in sight. Despite increasing violence and extreme insecurity on the ground, the HD Centre was able to maintain an active presence in the country during 2013. The organisation continued to run an inter-communal dialogue process, involving members of Syria's communities from both sides of the divide, with the objective of fostering dialogue

between them and promoting local mediation initiatives. Two rounds of dialogue took place in 2013 in April and October. For the first time, pro-regime segments of the Syrian population took an active role in the discussions, an important step towards ensuring a representative and inclusive debate.

The second dialogue event also led to the organisation of a discreet follow-up meeting in December which brought together internal opposition figures including representatives from armed groups, the political opposition and religious leaders. This meeting sought to gauge the potential for a political, negotiated way out of the conflict which would enjoy the support of both the internal and external Syrian opposition.



The signing of the Sabha peace agreement, April 2013.

The HD Centre also undertook activities to facilitate water, sanitation, medical and security-related projects for civilian populations inside Syria. In the first half of 2013, before the rise of extremist radicals made field trips too dangerous, the HD Centre was able to travel around opposition-controlled areas in the north to assess the situation and identify the needs of people on the ground. It also carried out several field trips in regime-controlled areas, where hundreds of thousands of people who had been displaced from their homes were living in very difficult conditions and where the needs of besieged communities were particularly acute. Thanks to its extensive contacts and knowledge of the situation on the ground, the HD Centre was able to act as an intermediary to support the implementation of the water, medical and other assistance projects.

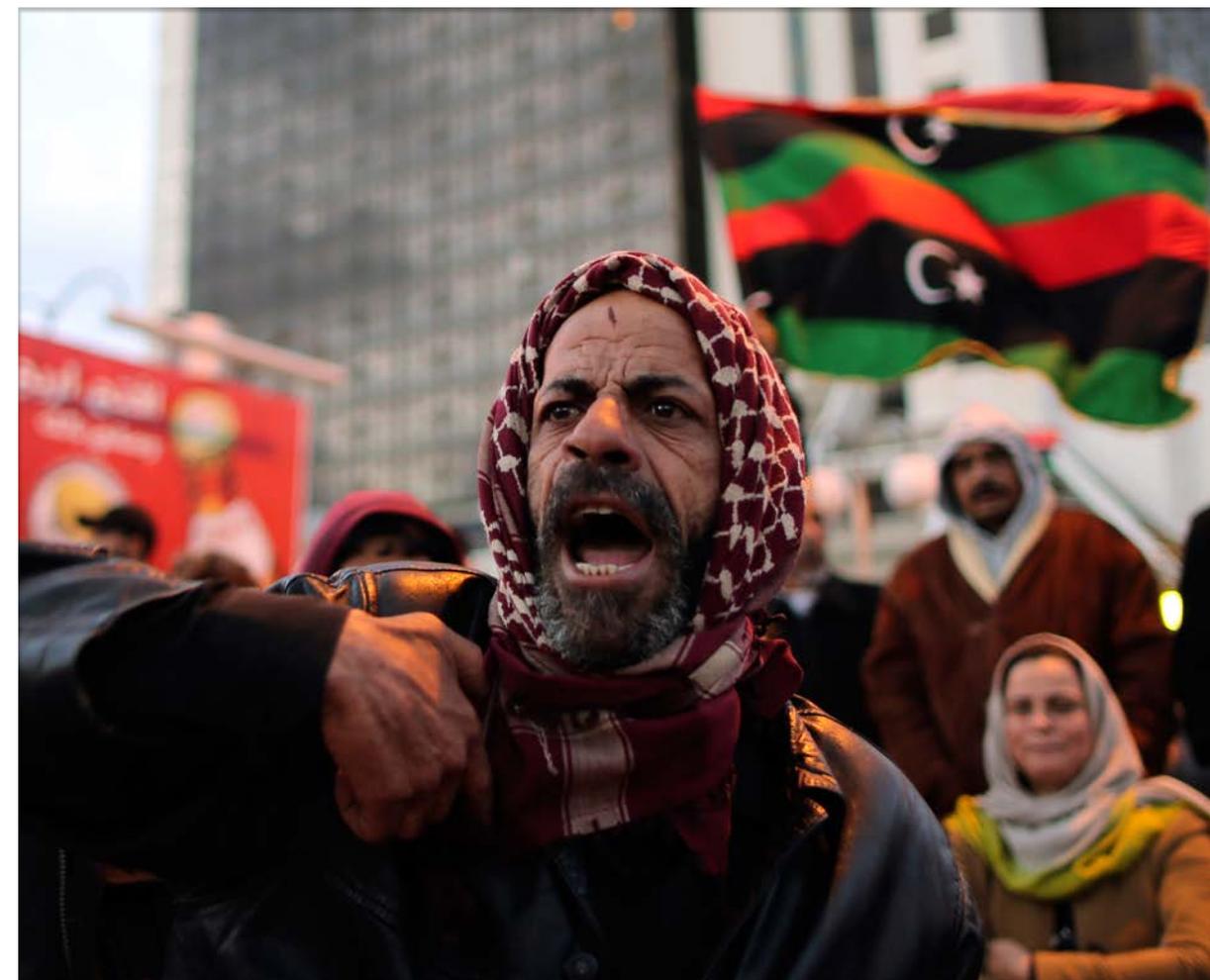
As the security situation worsened, the HD Centre also intensified discreet contacts with officials and influential figures in Damascus, as well as representatives and leaders of armed political and religious opposition groups.

Thanks to its extensive contacts and knowledge of the situation on the ground [in Syria], the HD Centre was able to act as an intermediary to support the implementation of water, medical and other assistance projects.

The HD Centre encouraged the opposition groups to elaborate their own vision and proposals for a negotiated solution to the conflict and make their voices heard. It also sought to discuss with loyalist representatives if, and how, it will be possible to find some common ground between the parties to the conflict. Throughout this process, the HD Centre compared notes with the United Nations/League of Arab States Joint Special Representative for Syria and offered the organisation's support and co-operation to complement his attempts to get the parties to sit down at a negotiating table. It also lent its expertise and support to the work of UN Women, the United Nations Department for Political Affairs, the Ministry of Foreign Affairs of the Netherlands and international NGOs to strengthen the contribution of Syrian women to the Geneva peace talks.

In Tunisia, despite the high-profile assassinations of two key political figures, Chokri Belaïd in February and Mohamed Brahmi in July, the country managed to navigate its way through turbulent and difficult times in 2013. These efforts were rewarded in the first weeks of 2014. On 26 January, Tunisia's National Constituent Assembly adopted a new constitution and two days later the new 'caretaker' government of Mehdi Jomaâ received a successful vote of confidence. With the government installed,

Tunisia is now preparing for elections in late 2014. The HD Centre played a small role in the realisation of these important steps in the democratic transition process. The organisation has been active in Tunisia for three years, playing a discreet and informal role in helping political actors use dialogue to mitigate the risks surrounding the transition process. In 2013, the HD Centre shuttled between key political figures to share their positions and outline solutions to political and security crises.



A man shouts during a demonstration in Benghazi, Libya, December 2013.

Looking forward to 2014

The HD Centre will carry on with its existing areas of work in all three countries in the coming year. In Libya, the organisation will continue to provide technical assistance to the national dialogue process and will also focus its efforts on the delicate situation in Sabha. Building on its series of analytical roundtables, the HD Centre will develop opportunities for dialogue between key local actors, particularly those in Tripoli. In Syria, the HD Centre intends to intensify its efforts with all parties to facilitate local negotiations, agreements and ceasefires. This will hopefully bolster the conflict parties' trust in the HD Centre, while also furthering its goal of de-escalating the Syrian conflict. In Tunisia, the focus will be on working with political parties to help ensure that the upcoming elections take place without violence and without endangering the achievements of the democratic transition.

Humanitarian Mediation Programme Dialogue on humanitarian issues

As part of its conflict mediation and dialogue activities, and where political dialogue may be difficult or impossible, the HD Centre undertakes mediation on a humanitarian basis through its Humanitarian Mediation Programme. Even when parties to a conflict may not be willing to discuss a political solution to their dispute, they may still be able to agree on ways to protect the civilian population, such as providing safe access for humanitarian assistance, meeting the special needs of women and children, and protecting displaced populations and minority groups. Humanitarian mediation is intended to complement and support potential peace efforts and keep open essential and discreet channels of communication. It often provides a way to begin dialogue when other methods are impeded, and such dialogue processes can engage non-state actors, who may otherwise be excluded, as well as the United Nations and humanitarian agencies. This can begin a valuable confidence-building process which subsequent peace negotiators can build on.

In Darfur, the HD Centre has been mediating with armed opposition movements and nomad tribes for several years and, in January 2013, intertribal conflict erupted which added yet another violent dimension to this already deeply troubled region. Throughout the year, the HD Centre continued to support the Nomad Networks (groups of nomads from all five regions of Darfur) to identify their humanitarian needs. The organisation also helped to connect the Networks to humanitarian institutions as well as registering them officially with the Humanitarian Aid Commission in each state of Darfur. In the second half of the year, the HD Centre recognised that the nomadic representatives could be the most effective mediators of intertribal conflict and the organisation focused on holding several workshops and experience-sharing activities to support their efforts as mediators.

The HD Centre also undertakes humanitarian mediation in confidential processes with some regional governments in Asia, and with non-state actors in Eurasia. This work has



Arab nomads rest outside Regel El-Kubri, 20 km west of West Darfur capital El Geneina and 7km from the border with Chad.

been discreetly undertaken for a number of years in an attempt to address some of the pressing conflict-related humanitarian issues in these regions.

In addition to its mediation work, the Humanitarian Mediation Programme team continues to host a series of closed-door discussions as part of its Geneva Dialogue Series. These meetings provide opportunities for senior members of the diplomatic and humanitarian communities to discuss current

and potential humanitarian crises and ways to address them. In 2013, the HD Centre collaborated with the Swedish Permanent Mission to the United Nations Office in Geneva and its Permanent Representative, Ambassador Jan Knutsson, to host a roundtable on the humanitarian situation in Yemen, and with the Permanent Missions of Sweden and Qatar to hold a discussion on potential new donors in current humanitarian crises.

Looking forward to 2014

In 2014, the HD Centre's Humanitarian Mediation Programme will continue to facilitate its Geneva Dialogue Series and plans to focus upcoming roundtables on humanitarian access and dialogue with non-state actors on humanitarian issues. Strengthening the Nomad Networks and their ability to mediate intertribal conflict in Darfur will also remain a priority.

Mediation Support Professionalisation at work

The HD Centre's Mediation Support and Policy team provides expertise and analysis for the organisation's mediation work and contributes to debates across the wider mediation field.

The team also supports the design and implementation of the HD Centre's projects and, in 2013, this work focused on strengthening the organisation's capacity in three specific areas: impact assessment, internal learning and inclusion.

As an organisation, the HD Centre places great importance on analysing the impact of its projects and continues to work with peers and experts in the field to find the best way to assess the impact of conflict mediation. In 2013, the HD Centre designed a rigorous monitoring and evaluation system which aims to enhance the organisation's capacity to assess the impact of its operational projects.

To foster learning within the organisation, a staff retreat in early 2013 brought together HD Centre colleagues from all over the world to reflect on the organisation's identity, methods and approach, as well as its values and strategic direction. In November, the Mediation Support and Policy team subsequently organised an internal learning workshop which offered staff from the HD Centre's various regional and country offices the opportunity to learn from the organisation's collective experience in areas such as conflict analysis as well as fostering inclusion and the participation of women in peace processes. The team prepared briefs on the HD Centre's work in different countries and the workshop gave project staff a chance to share the techniques they have used in their work and to collectively consider how to improve them.

The HD Centre is also convinced that peace processes which benefit from the ideas and contributions of women and those from the wider civil society will generate creative and lasting solutions. At the end of 2013, the HD Centre recruited an Inclusion Co-ordinator to increase its capacity to foster the inclusion of women and civil society in peace processes. The Co-ordinator is working closely with the HD Centre's mediation teams to ensure the design and implementation of the HD Centre's projects is as inclusive as possible.

The Mediation Support and Policy team also continued to offer advice and expertise to the HD Centre's mediation teams and those conflict parties which were grappling with complex issues. This involved working closely with project staff in Libya, Myanmar, Nigeria and Syria. The form in which the team provides expert assistance to a peace process differs depending on the nature of the conflict and is agreed in consultation with those involved. It might be provided through small, discreet meetings with the conflict parties (either separately or together) or workshops where issues are discussed in detail and where outside experts might be brought in to help the parties on a particular issue. At other times, the HD Centre might provide written documents which can be discussed among the conflict parties.

One of the areas on which the HD Centre has regularly provided advice is national dialogue, including outlining when it may be a useful conflict resolution tool and which issues the parties need to consider before starting a national dialogue process. In 2013, for example, the Director of Mediation Support and Policy continued to work with the team of the United Nations Special Adviser on Yemen as an expert on national dialogue. At the beginning of 2014, the Yemeni National Dialogue Conference concluded with more than 1,000 recommendations for the country's political transition.

As part of its efforts to share expertise and ideas across the peacemaking community, the HD Centre also produces publications. In 2013, these included a new series called the *Oslo Forum Papers* which capture the reflections of prominent peacemakers and researchers on aspects of mediation and the challenges faced by peacemakers. Two papers in



Closing ceremony of the national dialogue conference in Sanaa, Yemen, January 2014.

this series were published in 2013 and these explored the issues surrounding mediation with criminal groups. The HD Centre also continues to translate its existing publications into other languages to make them available to a wider audience. In 2013, a report on women's participation in peace processes in Asia was translated into Thai and a paper on negotiating ceasefires was translated into Spanish.

The Mediation Support and Policy team also fostered collaboration across the mediation field in 2013 through its participation in a number of networking events. The HD Centre co-hosted the 11th Oslo Forum retreat of mediators and peace process actors and participated in the Mediation Supporters Network as well as in a smaller gathering of NGOs engaged in mediation work. These events enabled the HD Centre to exchange information and collaborate more closely with other organisations working in the field.

Looking forward to 2014

The HD Centre will work with the Graduate Institute of International and Development Studies in Geneva to develop practical case studies based on the organisation's experience in mediation. These will provide a resource for both the Institute and the HD Centre and will support the organisation's efforts to promote learning across its projects. The HD Centre will also continue to produce publications in its *Mediation Practice Series* and *Oslo Forum Papers* series with forthcoming editions focusing on the importance of broadening peace processes and the role of conflict analysis in mediation.

The 2013 Oslo Forum Peacemaking through a different lens

The 2013 Oslo Forum was the largest in the event's 10-year history, attracting over 140 prominent mediators, peacemakers, conflict actors and policymakers. Participants included Lakhdar Brahimi, Joint Special Representative for Syria of the United Nations and the League of Arab States; Jeffrey Feltman, United Nations Under-Secretary-General for Political Affairs; and the Foreign Ministers of Norway, Brazil and Niger; and a range of other relevant personalities and conflict parties from around the world.

The retreat took place against the backdrop of some impressive progress in peacemaking over the previous year including historic breakthroughs in Myanmar, El Salvador, the Philippines and Colombia. Prospects appeared decidedly less promising elsewhere, however, notably in Syria and Mali.

In line with the overarching theme – ‘Through a Different Lens: innovative approaches to mediating conflict’ – participants explored areas that had previously garnered little attention among a mediation community that is usually focused on traditional forms of armed conflict. Sessions on negotiating with criminal gangs and the unique role of faith-based actors in peacemaking allowed mediators to think ‘outside the box’ and draw unique lessons for their work from atypical contexts. Participants also explored creative approaches to conflicts in Syria, the Sahel, Somalia and other complex environments. As a result, the Oslo Forum once more served as a ‘laboratory’ for new and innovative approaches to peacemaking.

Important business was also conducted in the margins of the event. For example, during the Forum a breakthrough was achieved in the process between the Philippines Government and the Moro Islamic Liberation Front (MILF), with the two sides agreeing to resume formal exploratory talks. On several other sensitive processes, protagonists met and made positive progress in their respective peace talks.



Former Norwegian Minister of Foreign Affairs, Espen Barth Eide, and former Joint Special Representative for Syria of the United Nations and the League of Arab States, Lakhdar Brahimi, during the high level opening plenary session of the 2013 Oslo Forum, June 2013.



Malian representatives speak during a session on strengthening peacemaking efforts in their country, Oslo Forum, June 2013.

The Forum also exposed practitioners to other conflicts and allowed them to discuss delicate problems with experienced peacemakers, learn comparative lessons from elsewhere, and draw inspiration from success stories. For example, Yemen's ongoing transition, notable for its broad consultative character, offered an interesting case study for those exploring innovative approaches for mediation in Mali.

Africa Mediators' Retreat 2013

The African Mediators' Retreat, held in November in Zanzibar, drew more than 50 participants including senior United Nations and African Union representatives, as well as a range of other relevant peace process actors.

In line with the ‘Oslo Forum spirit’, the Zanzibar retreat presented opportunities for robust debates on a number of controversial peace and conflict issues in Africa including outside engagement/interference in African affairs; Africa's conflict resolution capabilities; and the impact of the International Criminal Court on peacemaking in Africa. Other discussions focused on the threat of transnational terror groups; the accommodation of secular and religious interests in post-conflict governance; the utility of force in peacemaking; Nigeria's conflict landscape; Eritrea's internal tensions; post-election Zimbabwe; and the links between elections and violence. There was broad consensus that, while Africa had developed innovative approaches to peacemaking, the nature of conflict was also evolving rapidly and, thus, new ideas would be needed to tackle the root causes of conflict. Greater investment in preventive mediation in the coming years would also be essential.

*The Oslo Forum
once more served
as a ‘laboratory’ for
new and innovative
approaches to
peacemaking.*

A selection of the HD Centre's 2013 publications

In addition to carrying out operational work, the HD Centre contributes to international debates on mediation and peacemaking through its publications. In 2013, these included two examinations of the nuances of mediating with criminal actors, a three-volume handbook on mediation in Africa, and a compilation of the views of several prominent peacemakers on the world's most pressing challenges in their field.



Oslo Forum Papers Series

N°1: Mediating criminal violence: Lessons from the gang truce in El Salvador

In the first paper in this new series, Teresa Whitfield analyses the process surrounding the 2012 truce between El Salvador's two largest gangs to find out what this experience can offer future mediators in similar situations. While she can see flaws in the El Salvadoran process, she also sees the truce as a significant achievement which could offer lessons to other mediators working outside the traditional realms of political or ideological conflict. While recognising the role of law enforcement in the peace processes, Teresa Whitfield highlights how mediators can help their efforts and support a sustainable end to conflict in peace processes which are complicated by criminality. The paper is available in English and Spanish.



Oslo Forum Papers Series

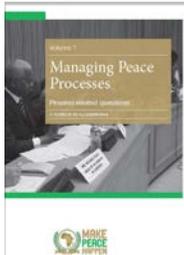
N°2: Strengthening mediation to deal with criminal agendas

James Cockayne's paper explores the point at which mediators and criminals meet further, and considers how the mediation process can be adapted to deal with the tensions and challenges this creates. As well as the El Salvador truce, he considers cases from Brazil and Haiti to highlight how mediation processes have been able to adapt to criminal agendas as well as the perils of trying to ignore them. Mediation may not be the ideal, or the only, way to address criminal agendas in peace processes. However, for those mediators who are facing this challenge for the first time, James Cockayne offers recommendations for ways they can adjust and strengthen their usual mediation approaches in order to consider criminal elements as part of the process.



Building Peace in 2013

In this publication, several prominent international peacemakers – including the former Norwegian Minister of Foreign Affairs, Espen Barth Eide, and the Head of the Office of the Presidential Adviser on the Peace Process in the Philippines, Teresita Quintos Deles – share their views on the greatest challenges which are currently facing the peacemaking field. As a result, the contributors consider topical subjects such as deciding who has access to peace negotiations, working out how to connect those negotiations to wider changes, finding new hybrid approaches to old conflicts, and the advantages of keeping lines of communication open to a broad range of representatives in any conflict. This publication not only proposes ways forward in all these areas, it also aims to provoke debate among peacemakers and practitioners worldwide.



Handbooks for African Union practitioners

This three-volume series, developed jointly by the HD Centre and the African Union, is part of the latter's ongoing efforts to enhance understanding of peacemaking throughout the continent. Its 14 chapters contain up-to-date and easily accessible analyses of current and past practices in the field. Short case studies and reference materials complement the theoretical and practical information at its core. All three volumes of the series are available in both English and French.

All of the HD Centre's publications are available as free downloads from:
<http://www.hdcentre.org/en/resources/publications>

Governance and finances

The HD Centre's Board

The HD Centre is supervised by a Board, which is the supreme authority of the organisation. The Board is responsible for overall governance as well as defining and steering the HD Centre's strategy. It brings together leading figures from the fields of diplomacy, conflict resolution, international affairs and finance. All members serve on a voluntary and private basis.

The Board meets three times a year. It elects its own membership and has set up three committees: the Audit and Finance Committee which reviews the financial management of the HD Centre; the Operations Committee which reviews the HD Centre's programme of work; and the Nominations Committee in charge of identifying suitable candidates for membership.

The latest member to join the Board is **Mr Espen Barth Eide**. As a former Minister of Foreign Affairs and former Minister of Defence of Norway, he brings significant international experience to the Board and has become the Chair of its Operations Committee. Three other senior figures have also joined the HD Centre's Board this year. **Dr Surin Pitsuwan** is the former Secretary-General of the Association of Southeast Asian Nations and a former Minister of Foreign Affairs of Thailand. **Dr 'Funmi Olonisakin** is the Founding Director of the African Leadership Centre as well as Director of the Conflict, Security and Development Group at King's College, London, while **Mr Neil Janin** is a Director Emeritus of McKinsey & Company.

All four new members will add valuable new perspectives to the process of shaping and steering the HD Centre and bring the total number of Board members to twelve.

The organisation would also like to take this opportunity to thank **Mr Vidar Helgesen**, who has stepped down as Chairman of the Operations Committee and member of the Board to take up a new role as Norway's Minister in the Office of the Prime Minister responsible for European relations, and Chief of Staff in the Office of the Prime Minister. The HD Centre and its staff wish to convey their gratitude to Mr Helgesen for the energy and time he has devoted to the organisation over the past five years.



Mr Jean-Marie Guéhenno - Chairman

Mr Guéhenno is the current Arnold Salzman Professor of Professional Practice at Columbia University and a non-resident Senior Fellow at the Brookings Institution. From March to July 2012, he was appointed Deputy Joint Special Envoy of the United Nations and the League of Arab States on Syria. He had previously served as the United Nations' Under-Secretary-General for Peacekeeping Operations between 2000 and 2008. A former French diplomat, he held the position of Chairman of the Institut des hautes études de défense nationale between 1998 and 2000, and he was a Member of the Cour des Comptes in Paris from 1976 to 2000. Mr Guéhenno is an Officer of the 'Légion d'honneur' and a Commander of the 'Bundesverdienstkreuz'. He was initially elected Chairman of the HD Centre's Board in late 2010. He briefly stood down from the Board during his work for the United Nations and League of Arab States on Syria and resumed his role as a Member and Chairman of the HD Centre's Board in November 2012.



Ambassador Ellen Margrethe Løj - Vice Chair

Ambassador Løj joined the HD Centre's Board in 2012 and was elected Vice Chair of the Board in 2013. Prior to this, Ambassador Løj had served for four years as the Special Representative of the Secretary-General and Head of the United Nations Peacekeeping Mission in Liberia. She has spent 35 years in the Danish Foreign Service including serving as Ambassador to the Czech Republic in 2007 and as Permanent Representative to the United Nations in New York from 2001 to 2007. While in New York, she represented Denmark on the United Nations Security Council from 2005 to 2006. During her diplomatic career, she also served as State Secretary with responsibility for Denmark's relations with Asia, Africa and Latin America from 1996 to 2001 and as Ambassador to Israel from 1989 to 1992. In addition to being on the Board of the HD Centre, Ambassador Løj is also the Chair of the International Board of Directors and Members Assembly at Plan International.



Mr Jermyn Brooks - Chairman of the Audit and Finance Committee

Mr Brooks is the former Executive Director and Chief Financial Officer of the anti-corruption civil society organisation Transparency International. He 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. He is a former worldwide Chairman of Price Waterhouse and took a key role in the merger negotiations which resulted in the company becoming PricewaterhouseCoopers in 1998. Mr Brooks has been a member of the HD Centre's Board since 2011 and he is the current Chairman of the Audit and Finance Committee.



Mr Espen Barth Eide - Chairman of the Operations Committee

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



Ms Irene Khan

Ms Khan is the Director-General of the International Development Law Organization (IDLO), a position she formally took up on 1 January 2012. An international thought leader on human rights, gender and social justice issues, Ms Khan was Secretary General of Amnesty International from 2001 to 2009. Prior to that, she worked for the United Nations High Commissioner for Refugees for 21 years at its headquarters and in various field operations. She was Visiting Professor at the State University of New York Law School (Buffalo) in 2011. Ms Khan is Chancellor of Salford University in the United Kingdom and a member of the UNAIDS High Level Commission on HIV Prevention. She sits on the Boards of several international human rights and development organisations. Ms Khan received the Sydney Peace Prize in 2006 for her work to end violence against women and girls. Her book, *The Unheard Truth: Poverty and Human Rights*, has been translated into seven languages.



Mr Neil Janin

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



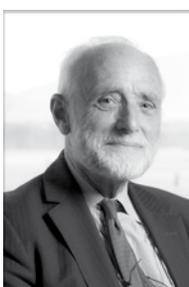
Ambassador Raymond Loretan

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



Dr Funmi Olonisakin

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



Dr Jakob Kellenberger

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



Dr Surin Pitsuwan

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



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



Dr Ghassan Salamé

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



Mr Olivier Steimer

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

Funding & finances

The HD Centre's ability to undertake a range of work across several regions is made possible by the generosity of its donors who continued to meet the organisation's funding needs in 2013 despite pressure on them to consolidate budgets and demonstrate short term results. The HD Centre's work attracted funding from 24 governments and organisations. Income reached CHF 22.5 million, reflecting continued confidence in the type of peaceful conflict resolution support offered by the HD Centre.

Donors contribute both institutional and project support to the organisation. In 2013, institutional support came from the governments of Denmark, the Netherlands, Norway, Sweden, Switzerland and the United Kingdom, as well as from the Adessium Foundation. Such support allows the HD Centre to engage early in crises as they are developing, and to respond to opportunities to have an impact on the course of long-standing conflicts. Institutional support also enables the organisation to oversee its strategic direction, ensure good governance and provide core services.

In 2013, the HD Centre continued to receive project support from some of the same Governments who provided institutional support as well as from the European Union and the governments of Australia, Belgium, Canada, Germany, Ireland, Liechtenstein and the United States. The organisation also received support from Humanity United, the Foundation for the Third Millennium, the Open Society Institute, PeaceNexus, the United States Institute of Peace and the International Committee of the Red Cross.

The City of Geneva continued to offer significant in-kind support by providing the HD Centre with the Villa Plantamour to use as its headquarters and as a unique place for parties in conflict to meet in peace. The villa's proximity to many other international organisations enables the HD Centre to contribute to, and benefit from, the international peacemaking aspirations of the city and those working in it.

The HD Centre is grateful to all those who supported its work in 2013 and its development as an independent mediation organisation. This has enabled it to generate ambitious plans for work in 2014. The organisation continues to seek new supporters, particularly from the private sector, to increase its contribution to the peaceful prevention and resolution of conflicts through dialogue. Institutional support is essential to ensuring that the HD Centre is effective and viable, but it is scarce. The organisation therefore encourages all donors to consider such flexible funding as the most appropriate way to support the systems and solutions that resolve conflicts.

Institutional support allows the HD Centre to engage early in crises as they are developing, and to respond to opportunities to have an impact on the course of long-standing conflicts.

The HD Centre's revenue - 2005-2013

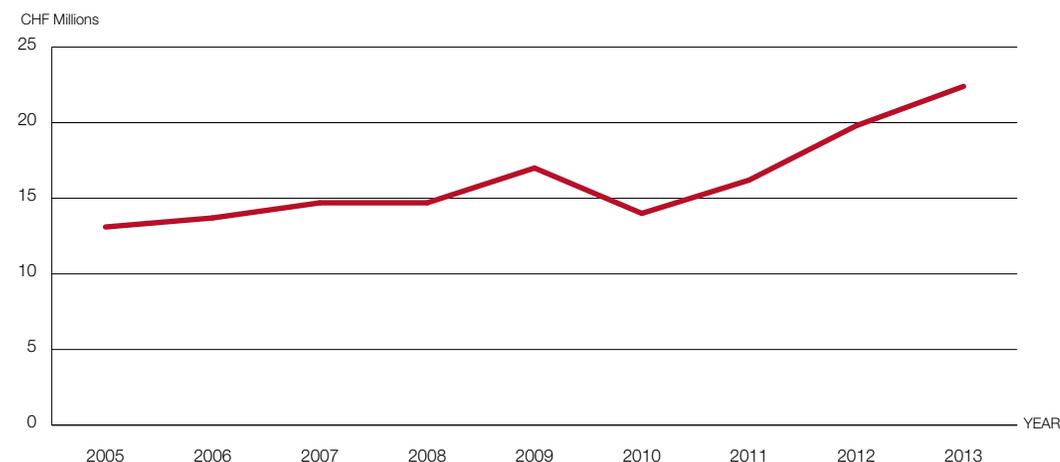


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Page 39: Photo of Mr Jermyn Brooks – Transparency International

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Page 40: Photo of Mr Neil Janin – Alban Kakulya

Page 40: Photo of Dr Jakob Kellenberger – Alban Kakulya

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Page 41: Photo of Dr 'Funmi Olonisakin – Alban Kakulya

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Headquarters, Geneva, Switzerland

114, Rue de Lausanne
CH – 1202 Geneva Switzerland
Tel: +41 (0)22 908 11 30
Fax: +41 (0)22 908 11 40
Email: info@hdcentre.org

Africa Regional Office

HD Centre Nairobi
84 Riverside Drive
P.O. Box 14702-0800
Nairobi, Kenya
Tel: +254 20 210 3963
+254 20 234 9700

Asia Regional Office

HD Centre Singapore
49A Bussorah Street
Singapore 199 465
Tel: +65 6224 6832
Fax: +65 6224 8630