

ANNUAL REPORT 2003



Centre for Humanitarian Dialogue

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Printed in the UK by Corporate and Commercial Printing Ltd

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MISSION STATEMENT

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We believe that dialogue about humanitarian issues can unite the divided, create a common vision and build trust between people.

We recognise the intrinsic value of dialogue with its respect for individuals and their different views.

It is our firm belief that dialogue can also lead to the discovery and acceptance of a peaceful means of resolving dispute.

ABOUT THE CENTRE

The Centre for Humanitarian Dialogue is an international, independent and impartial organisation, based in Geneva, Switzerland. It is dedicated to the promotion of humanitarian principles, the prevention of conflict and the alleviation of the effects of conflict through dialogue.

To do this, the Centre facilitates high-level, low-key dialogue between principal actors in an armed conflict, and among other stakeholders, such as governments, United Nations (UN) agencies and non-governmental organisations (NGOs).

The Centre was officially launched in January 1999, and is registered under Swiss law.





LETTER FROM THE PRESIDENT OF THE COUNCIL

The year 2003, the fourth in the Centre's history, had both its good and bad moments. Perhaps the most disappointing was the collapse of the talks between the Government of the Republic of Indonesia and the Free Aceh Movement on 18 May. The following day, the conflict resumed in Aceh. It is impossible to make an objective judgement of the successes and failures of a peace process. Will the months of peace in Aceh in early 2003 stay in the memory of those who decide on the conflict's future? Or will the apparent failure of the negotiations discourage those who may otherwise wish to resume dialogue as the means of achieving peace? We cannot know, but can only feel some of the pain of those whose families are now obliged to live in a state of war rather than fragile peace.

One of the lessons learned by the Centre in Aceh was the fundamental importance of efforts to re-establish the rule of law as a prerequisite for a sustained peace. We decided to investigate further the degree to which efforts in this direction have been successful elsewhere. Accordingly, and with the blessing of the Transitional Administration, we deployed a team of experts to Afghanistan in November to review progress in this very complex situation. While leading to some specific recommendations for Afghanistan, this experience also suggests to us that here is a new area of work for the Centre, based on its growing expertise in dialogue and strategy.

This sense of growing expertise encouraged the Centre to convene, in August, with the Government of Norway, a first Mediators' Retreat. This off-the-record seminar was opened by Norwegian Prime Minister Kjell Magne Bondevik and attended by more than a dozen of the world's most experienced mediators – a first opportunity for many to share their insight into the craft. With Norway's agreement, this is scheduled to become an annual event.

Towards the end of the year, the Centre was privileged to be invited to join the Middle East 'Geneva Initiative'.

This process, based on diligent and courageous negotiation between two distinguished groups of Israelis and Palestinians, has produced an outline of what might constitute an ultimate settlement of the conflict. As such, it represents both a substantial contribution to negotiation as well as a spur to peace. We are now working closely with the Government of Switzerland to assist the two groups in disseminating this Accord principally to Israelis and Palestinians, but also to international audiences.

In 2003, the Board, after considerable discussion, recommended constitutional changes to the Centre's system of governance. These are intended to improve oversight mechanisms. The Foundation Council reviewed and accepted the Board's proposals, the most important of which is to make the Council itself an advisory rather than a governing body, more accurately reflecting its own comparative advantage.

Finally, 2003 was a sad year. It saw the brutal murder of one of the Centre's founders, Sergio Vieira de Mello. He had helped to plot the direction of the Centre's work, always encouraging us to take risks for peace. In this, tragically, he became a victim himself. We shall miss him.

Judge Abdul G. Koroma

THE COUNCIL AND THE BOARD

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Governance

The Board is the Centre's governing authority. It has a maximum membership of 11 and it meets four times a year.

The Board sets the strategic direction of the Centre, approves the Director and oversees the Centre's management and administration. It approves and monitors the Centre's programme of work and its annual budget. It has the statutory obligation to approve the annual report and audited accounts.

During 2003 Council members voted to modify their role in the day-to-day running of the Centre. Their legal obligations were transferred to the Board and they decided to focus on their advisory function. The Advisory Council may be convened at the Board's discretion and is to be consulted on the election of any new Board members.

Board Members

Aaronson, Michael

Visiting Fellow, Nuffield College, Oxford, since 2004 • Governor, Westminster Foundation for Democracy, since 2001 • President, EC/NGO Liaison Committee 1996–1998 • Director General, Save the Children UK, since 1995 • Overseas Director, Save the Children UK, 1988–1995 • HM Diplomatic Service, 1971–1987

Brugger, Ernst A.

President, BHP BRUGGER & PARTNER, Zurich • Member of the Executive Committee of the International Committee of the Red Cross (ICRC) • Vice President of the Council of the Centre for Humanitarian Dialogue • Professor, University of Zurich

de Senarclens, Pierre

Professor of International Relations, University of Lausanne • Co-founder and former President of the World Organisation Against Torture • Former Director of the Division of Human Rights and Peace at UNESCO • Vice President of the Swiss Red Cross

Escaler, Narcisa L.

President, Asian Cultural Council, Philippines • Former Deputy Director General of the International Organisation for Migration in Geneva, 1994–1999 • Ambassador and Permanent Representative of the Republic of the Philippines to the United Nations Office and other international organisations in New York, 1992–1994 • Ambassador and Permanent Representative of the Republic of the Philippines to the United Nations Office and other international organisations in Geneva, 1989–1992

Koroma, Abdul Gader

Judge, member of the International Court of Justice, since 1994 • Ambassador Extraordinary and Plenipotentiary of Sierra Leone to the Organisation of African Unity (OAU), 1988–1992

• Ambassador Extraordinary and Plenipotentiary, Permanent Representative of the Republic of Sierra Leone to the United Nations, New York, while concurrently accredited as High Commissioner of Sierra Leone to Jamaica and Trinidad and Tobago, and Ambassador to the Republic of Korea (Seoul) and Cuba, 1981–1985 • Chairman of the Sixth Committee (Legal) of the General Assembly, 1977–1994 • Chairman of the International Law Commission, 1991 • President of the Council of the Centre for Humanitarian Dialogue

Lombard, Thierry

Senior Partner, Lombard Odier Darier Hentsch & Cie • Former Chairman, Geneva Financial Center Foundation • Chairman and member of several humanitarian, charitable and business boards and foundations

Maurer, Peter

Ambassador, Head of Political Division IV, Federal Department of Foreign Affairs, Bern • Minister, Deputy Permanent Observer, Swiss Mission to the United Nations, New York, 1996–2000 • Office of the State Secretary for Foreign Affairs, Bern, 1990–1996 • Diplomatic service of the Swiss Federal Department of Foreign Affairs, 1987–1990

Putman-Cramer, Gerhard J.W.

Chief, Emergencies Services Branch, and Deputy Director (Natural Disaster Policy) UN Office for the Coordination of Humanitarian Affairs, since 1996 • Chief, Office of the Director, Department of Humanitarian Affairs, United Nations Office at Geneva, 1995–1996 • Chief, Middle East and Newly Independent States (NIS) Section and Chief a.i. Africa II, Department of Humanitarian Affairs, UN, New York, 1994–1995 • Extensive professional career with the United Nations and the United Nations Development Programme (UNDP), including positions in New York, Malaysia, Madagascar and Switzerland, 1975–1994

THE COUNCIL AND THE BOARD

Foundation Council

Aaronson, Michael*

Director General, Save the Children Fund UK

Abdel Meguid, Ahmed Esmat

Former Secretary-General, League of Arab States

Bata, Thomas Jr.

President, BataCorp

Bertini, Catherine

Under-Secretary-General for Management, United Nations • Former Executive Director, World Food Programme

Brugger, Ernst A.*

President, BHP BRUGGER & PARTNER

Crocker, Chester A.

Professor of Diplomacy, Chairman of the United States Institute of Peace

de Senarclens, Pierre

Professor of International Relations, University of Lausanne

Destexhe, Alain

Senator, Belgium

Escaler, Narcisa L.*

Former Deputy Director General, International Organisation for Migration in Geneva

Ferrazino, Christian

Mayor of the City of Geneva

Harding, Timothy

Director, University Institute of Forensic Medicine, University of Geneva (representing the Government of the Canton of Geneva)

Kellenberger, Jakob*

President, International Committee of the Red Cross

Keller, Pierre

Former Senior Partner, Lombard, Odier, Darier, Hentsch & Cie • Former Vice-President, ICRC

Koroma, Abdul*

Judge, International Court of Justice

Kunugi, Tatsuro

UN University, former UN Secretariat staff-member and diplomat, organiser of the World Conference of NGOs

Lombard, Thierry*

Senior Partner, Lombard Odier Darier Hentsch & Cie

Lubbers, Ruud

United Nations High Commissioner for Refugees

Maurer, Peter

Ambassador, Head of Political Division IV, Federal Department of Foreign Affairs

Okun, Herbert S.

Former US Member of the United Nations International Narcotics Control Board

Otunnu, Olara

Special Representative of the UN Secretary-General for Children and Armed Conflict, United Nations

Owada, Hisashi

Judge, International Court of Justice • Former President of the Japan Institute of International Affairs (Tokyo) • Advisor to the Minister for Foreign Affairs of Japan, Senior Advisor to the President of the World Bank • Former Permanent Representative of Japan to the United Nations

Putman-Cramer, Gerhard J.W.

Chief, Emergencies Relief Services Coordination Branch/Disaster Response Branch, and Deputy Director (Natural Disaster Policy) UN Office for the Coordination of Humanitarian Affairs

Razali, Ismail

Special Adviser to the Prime Minister of Malaysia and Special Envoy of the UN Secretary-General for Myanmar

Rhinow, Rene

President of the Swiss Red Cross • Vice President of the International Federation of the Red Cross and Red Crescent Societies (IFRC)

Riccardi, Andrea

President, Comunità San Egidio

Salim, Ahmed Salim

Chairman of the Board, the Mwalimu Nyerere Foundation • Former Secretary-General, Organisation of African Unity

Sané, Pierre

Assistant Director General for Social and Human Sciences, UNESCO • Former Secretary-General of Amnesty International

Toure, Amadou Toumani

Head of State of Mali • Founder and President of Fondation pour l'enfance

Zhang, Hong-Yi

Professor, Beijing Normal University

* Founders

SERGIO VIEIRA DE MELLO: A TRIBUTE

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© UN/DPI/PHOTO

In 2003, Sergio Vieira de Mello, a founding member of the Centre, left his position as United Nations High Commissioner for Human Rights to serve as the Special Representative of the Secretary-General in Iraq. All those associated with the Centre will forever remember Sergio's tragic death on 19 August and the events that surrounded it. He was a man of talent and professionalism who led by example. Throughout his distinguished career he was entirely dedicated to humanitarian principles, choosing to tackle some of the world's most challenging humanitarian crises. He encouraged us to do likewise.

We also fondly remember Sergio the man. From the very beginning, he helped to shape the Centre and guide it in filling a vital niche by encouraging the pursuit of peace through dialogue. He set an example to us all through his creativity, his determination and his energy.

The Centre's staff and Board members hope to do justice to Sergio's commitment to the ideals we all hold dear. In our attempts, through this organisation, to fight for peace and humanitarian principles through dialogue, we are proud to have been associated with him.

BIOGRAPHY Sergio Vieira de Mello was appointed United Nations High Commissioner for Human Rights in Geneva in September 2002. In May 2003, he was asked to serve in Iraq as the Special Representative of the Secretary-General. He had been the UN Transitional Administrator in East Timor and had previously held the position of Special Representative of the Secretary-General in Kosovo. Prior to that, he worked in New York as Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator.

Sergio had been with the Office of the United Nations High Commissioner for Refugees (UNHCR) since 1969, until his appointment as United Nations Assistant High Commissioner for Refugees in January 1996. He also served with the UN in Bangladesh, Sudan, Cyprus, Mozambique, Peru and Lebanon, and was Special Envoy of the High Commissioner for Cambodia, Director of Repatriation for the United Nations Transitional Authority in Cambodia (UNTAC), Head of Civil Affairs of the United Nations Protection Force (UNPROFOR) and United Nations Regional Humanitarian Coordinator for the Great Lakes region of Africa.

Sergio was born on 15 March 1948. He studied in Brazil and France, where he received a doctorate from the University of Paris (Panthéon-Sorbonne).

HUMANITARIAN POLICY

POLICY INTRODUCTION

In 2002, the Centre identified challenges to its policy programme, as well as new directions for its work in this area. As a result, it was decided to substantially develop the Centre's policy programme, starting with the recruitment in 2003 of a Policy Director, to oversee the programme.

David Petrasek, former Senior Director of Policy for Amnesty International, began work in December 2003. He started by reviewing the policy programme, proposing new initiatives and directions to ensure that policy work has an impact on target audiences.

A new programme of research and reflection on humanitarian values was also set up in 2003. Hugo Slim, a former professor at Oxford Brookes University, was recruited as Chief Scholar and began work in September 2003. Within the new policy programme, he has started to look at the dysfunction between humanitarian action and humanitarian principles, through reflection on the basic values that led to the creation of humanitarian principles.

The intention is to challenge moral and intellectual assumptions that shape the ideologies of armed conflict and humanitarian action in an effort to reinvigorate and develop

thinking on strategic humanitarian issues. The focus will initially be on three areas:

- the idea of the civilian in war;
- the power of law as a humanitarian influence; and
- the ambiguity of religion as a source of conflict and restraint.

A series of publications, accessible to a wide-ranging audience of politicians, humanitarian workers, military personnel, journalists and the public, is planned. The Chief Scholar will also lecture, host seminars and, with the Policy Director, play a major role in developing an active network of universities, humanitarian agencies, think-tanks and opinion-formers in all parts of the world.

HUMAN SECURITY AND SMALL ARMS

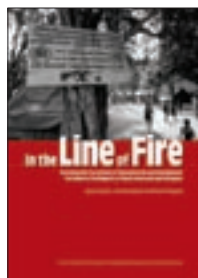
The Human Security and Small Arms Programme seeks to make a contribution to this complex issue through research, dialogue, networking and policy development to identify options for action. 2003 was a productive year for the Programme, with the successful culmination of several activities and processes. A focus for several of these was the first intergovernmental meeting in July 2003 to consider progress in regard to the implementation of the UN Programme of Action on Small Arms agreed in 2001. At this meeting, the Centre launched two publications that typify the Programme's work: providing information and evidence on the human cost of weapons availability, and emphasising the need to act urgently.

Putting People First: Human security perspectives on small arms availability and misuse is a publication endorsed by the Human Security Network of states. It is a key part of a year-long process now entering a second phase, bringing together government and civil society representatives so that they can exchange information. It is available in five languages and contains contributions from a diverse group of researchers, advocates and practitioners.



HUMANITARIAN POLICY

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A second report, *In the Line of Fire: Surveying the perceptions of humanitarian and development personnel of the impacts of small arms and light weapons*, includes findings from the first round of a global victimisation survey. Seeking to further understand the impact of small arms availability on civilians, this project prioritises the opinions of those often most affected by this crisis: aid and development workers. During 2003, the project witnessed an expansion of participating UN agencies and NGOs, as well as refinement of the questionnaire itself.

Other activities during the year included a workshop at the 28th International Conference of the Red Cross and Red Crescent in December. This provided an opportunity for these two organisations to engage in debate on the small arms issue. A publication inspired by the workshop will be produced in 2004.

The Programme also welcomed Ms. Gina Rivas-Pattugalan as its 2003 South-East Asia Fellow. During her time with the Programme, she contributed widely, and produced an assessment of progress in the Asia-Pacific related to small arms governmental activities.

In 2003, the Programme launched the first *Human Security and Small Arms Bulletin*. Designed to be accessible to a wide range of actors, it shifts between a regional and thematic focus. It is available in four languages and will be published three times a year.

MONITORING MECHANISMS

A meeting on Mechanisms for Monitoring Ceasefire and Peace Agreements was held at the Centre on 20–21 October 2003. It was organised in collaboration with, and financed by, the Swiss Ministry of Foreign Affairs. The objective was to bring together experts with direct experience of recent monitoring operations implemented by the UN and other actors in an informal and confidential environment.

In advance of the meeting, the Centre undertook a study of four recent monitoring operations. These were the Organisation for Security and Co-operation in Europe (OSCE) Kosovo Verification Mission, the human rights monitoring undertaken by the United Nations Mission in Sierra Leone (UNAMSIL), the Sri Lanka Monitoring Mission, and the Joint Military Commission/Joint Monitoring Mission in the Nuba Mountains of Sudan. The Centre also prepared a synthesis of the findings of the case studies which highlighted key issues that had arisen concerning a mission's mandate, its structure, and impartiality, the role of civil society, and human rights, as well as practical operational considerations.

Discussions on the first day presented an opportunity for participants to share their experiences and to consider the lessons that could be drawn from monitoring operations that might lead to greater understanding of best practice regarding structure, methodology, frameworks and accountability and how these can impact on an on-going or nascent peace process.

On the second day, participants were requested to apply the generic lessons drawn from their experiences and the previous day's discussions to the specific context of the Israeli-Palestinian conflict and to consider together the most effective approach to monitoring a future cease-fire or peace agreement in the region. Specialists from the region, including Israeli and Palestinian civil society representatives, also participated in the discussions.

HUMANITARIAN POLICY

HUMANITARIAN AND POLITICAL ACTION

The purpose of this project, launched in 2002, was to look at humanitarian, political, and, to a lesser degree, military and economic interaction, in an attempt to understand the most effective responses to humanitarian and peace-building issues.

Following research in Afghanistan, the Democratic Republic of the Congo (DRC) and Sierra Leone, and the completion of three research reports in 2002, a synthesis document, *Coherence in Crisis?*, was published in February 2003. It draws on the research and includes the Centre's own obser-

ervations on what might usefully be changed to produce more effective outcomes, both for peace-building and humanitarian action. This report has been distributed to the UN, the Red Cross, NGOs, donors and other interested governments, and academics.



The Centre has also met with the UN Deputy Secretary-General, Louise Fréchette, and with relevant Under-Secretary-Generals to discuss the proposals and future action. In February, March and April 2003, broader meetings were held with others interested in the issues and the geographical context, in New York, Geneva and London. Among the more useful meetings were those with groups of diplomats and senior UN, Red Cross and NGO staff members directly involved with the issues.

In May 2003, the Centre decided to take this project further because of the perceived problems arising out of the process leading to the Iraq war. In this respect, the Centre was encouraged by one of its founders, the late Sergio Vieira de Mello, to convene a group of thinkers and commentators to advise the UN Secretary-General on particular dilemmas facing the UN in its responses to conflict. A meeting for this purpose was planned for 22–23 August, but was cancelled due to the attack on the UN headquarters in Baghdad – not least because one of the participants was killed in the bombing.

As many of the participants have commented, those events have, if anything, added to the topicality of the issue and re-emphasised the painful connection between political and humanitarian action. It was not possible to reschedule the meeting in 2003, but the Centre hopes that it may be held in 2004.

HUMANITARIAN NEGOTIATORS' NETWORK

The Humanitarian Negotiators' Network held its most important event, the annual meeting, in May 2003, which focussed on 'contextual constraints of humanitarian negotiations'. Presentations and discussions involving representatives of the military, donor governments, mediators, and other political actors examined their relationship with humanitarians in an attempt to propose ways of co-operating more effectively. Conflict mapping was assessed in depth and two studies, commissioned by the Centre – an analysis of the influence of culture on humanitarian negoti-



“Personality is as important as method” **Anonymous**

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ations and a study of the applicability of marketing theory to humanitarian negotiations – were also presented. At the meeting, members suggested broadening the Network's impact. They proposed acting as an advisory group that would provide the Centre with recommendations on topics that it should try to address.

Humanitarian organisations also approached the Centre asking for help in developing the negotiation capacity of their staff. In May and June, two one-day simulation exercises, on humanitarian negotiations with armed groups and governments, were included as modules for senior UNHCR field staff on an internal training course.

To respond effectively to such requests, the Centre felt that it needed to establish a baseline for large-scale capacity building. In order to do this, it is essential to look in detail at the factors that prevent and enable successful humanitarian negotiations in different locations. Therefore, a field study is planned for early 2004.

It also became increasingly obvious that the perception of humanitarians by their interlocutors is an issue of critical importance and one that needs to be addressed.

The pilot phase of the online training course 'Introduction to humanitarian negotiations' was launched in November and completed at the end of December. The feedback was very positive and the resulting amendments will be incorporated in 2004.

The development of the Policy Programme in 2004 will determine the focus of future activities of the Humanitarian Negotiators' Network.

JUSTICE RECONSTRUCTION PROJECT

In the second quarter of 2003, the Centre began a project to look at assistance to the justice and rule of law sector in

conflict and post-conflict settings, focussing on East Timor, Kosovo and Afghanistan. This work builds on strategic efforts to promote understanding of conflict resolution and how it can be practically achieved and sustained. The initial broad consultation found that gaps in assistance to conflict-affected countries are intimately linked to difficulties and even failures to establish and maintain peace. The main gap seemed to be insufficient coherence and competence in regard to the international community's reaction to the needs of the justice and rule of law sector. In response, the case-study findings were developed into a concept note for a new policy project, the Justice Reconstruction Project.

The project's first activity was to conduct a strategic analysis of assistance to the justice and rule of law sector in Afghanistan in November 2003. The analysis will be



HUMANITARIAN POLICY

published in early 2004, and will hopefully lead to further activities in Afghanistan supporting stronger, more strategic and integrated programming in the sector.

The project also began preparing examinations of how customary law and traditional practices fill gaps left by conflict and state neglect, and how they might be coherently managed with the formal justice sector during a reconstruction process and beyond. The first stage of this project will be carried out in partnership with the Fletcher School at Tufts University, which is conducting eight country case studies on this issue. Funding is being sought to undertake research in Somalia and Burundi, which may lead to policy advice and facilitation of the justice reconstruction processes in these countries.

ARMED GROUPS

The Centre's project on armed groups began in 1999. It has attempted to analyse how effective humanitarian engagement with such actors can take place.

The study of two selected armed groups, paramilitaries in Colombia and Islamic movements in Central Asia, initiated in 2002, was finalised in 2003.

A synthesis report on the Central Asia case study was concluded in February 2003 and, in April, the Centre hosted a meeting of humanitarian organisations with an interest in the region to discuss the findings. Participants welcomed the study of a people and area that normally receive little attention, and of issues of which there is little understanding among the international humanitarian community, or of that community by the people of the region. A group of Geneva-based diplomats was also convened to discuss the research findings in May 2003.

Hard-copy versions of both studies were designed, printed and disseminated to a target audience of around 300 people. The study on Islamic opposition groups in Central Asia was also made available on the Centre's website.



The third publication, a generic study, was not finalised in 2003 as planned. However, discussions arising from the two published reports continued throughout the year and helped to raise issues for the attention of the humanitarian community. Based on these discussions, the Centre continues to believe that humanitarian organisations rarely dedicate resources to the analysis of armed groups in the areas in which they work. The major constraints remain a lack of material resources and a shortage of time. In some cases there is concern that this type of research may jeopardise the perception of their impartiality and generate scepticism regarding their motivations.

The Centre believes that this project has made a contribution to the humanitarian community. Its expertise on humanitarian engagement with armed groups, for example, was called upon in May and June 2003 when it was asked to facilitate a simulation exercise on Negotiating with Armed Groups involving UNHCR senior protection staff.

A review of the project is taking place to determine its future direction.

HUMANITARIAN MEDIATION

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GENEVA INITIATIVE

On 10 October 2003, a group of leading Israelis and Palestinians endorsed a draft framework for a final status agreement between the two parties to the Middle East conflict. The Geneva Initiative proposes a model for the settlement of critical issues that have divided the protagonists, such as Jerusalem, borders and refugees. Intended to complement the Quartet Road Map to Israeli-Palestinian Peace, the Initiative represents a comprehensive peace settlement that paves the way for an end to ineffective interim agreements and an historic reconciliation of the two peoples.

Working closely with the Swiss Government, which facilitated and provided support for the negotiations leading up to the launch of the Initiative, the Centre set up a special body – the Geneva Initiative Committee – in November 2003 to oversee the receipt and distribution of funds for the promotion of the Initiative, led by the Israeli and Palestinian signatories to the Initiative. The Centre has also been working with the parties to strengthen their approach to programming, networking and fundraising, drawing on

its extensive experience and expertise gained from its work in other conflict areas of the world.

The Geneva Initiative was officially launched on 1 December 2003 in Geneva. Attending the event were hundreds of Israeli and Palestinian civil society leaders, as well as prominent members of the international community supportive of the Initiative.

In promoting the Initiative, the parties hope to create much-needed political momentum and to transform the current mood of pessimism and despair into one of hope and confidence. They also hope that each side will focus on finding solutions to the issues that divide them, so that trust and confidence between Israelis and Palestinians can once again be built up and that a peaceful resolution of the conflict can be achieved through dialogue and negotiation.

PROJECT ASSESSMENTS

The Centre's mediation projects are the result of detailed assessment processes triggered by the recommendations of individuals, organisations or governments, or alternatively by the Centre's own research.

Although it may appear laborious and time-consuming, the assessment process serves an important purpose. It allows the Centre to undertake a full evaluation of any particular conflict, providing it with insight and understanding of relevant aspects. This is crucial for making a sound and well-informed decision on the future involvement of the Centre and, if so, what strategies to adopt.

The Centre maintains a watching brief on conflicts in different parts of the world. These are reviewed periodically and a formal assessment may be initiated if the Centre believes one is warranted. The first step is a detailed examination of the conflict, involving analysis of secondary data, which leads to the production of an internal report. Senior members of staff review this report and, if appropriate, the assessment process moves to the next stage: deployment



HUMANITARIAN MEDIATION

of a field mission to the area to meet key actors, including representatives of the parties to the conflict. The results of this field mission, or series of visits, provide the basis for a decision, made in conjuncture with the Centre's Board, as to whether to begin a new project.

As an example, after closely monitoring the situation in the Darfur region of western Sudan, the Centre decided to initiate an assessment process in April 2003. A comprehensive analysis was carried out, involving documentation of its history and root causes, as well as research on the primary stakeholders. This information was compiled into an internal report, which was reviewed by the Centre's senior staff.

Several missions to Khartoum, Darfur and Chad were then undertaken by senior members of staff to establish contact with representatives of the parties to the conflict and to meet with members of the diplomatic and humanitarian community. The Centre deemed the visits to be a fruitful exercise, fulfilling its objectives. It subsequently launched a thorough internal review process to assess whether the Centre should become involved. After taking into account the results of the missions and the available information, the Centre concluded that the prevalent situation justified the creation of a formal project.

MEDIATORS' RETREAT

The Mediators' Retreat, held in Oslo on 18–19 June 2003, was co-hosted by the Norwegian Foreign Ministry and the Centre for Humanitarian Dialogue. Prime Minister Kjell

Magne Bondevik opened the event with a speech on the noble objective of the quest for peace. By bringing together eminent mediators in an informal and confidential environment the Centre hoped to facilitate the sharing of experience on mediation processes, skills and tactics, as well as to identify important issues that mediators must contend with in order to achieve peace.

Selected participants gave presentations on four subjects, which were followed by a discussion among the experienced group. The subjects were:

- perspectives on mediation;
- the role of human rights in peace-building;
- the effectiveness of different types of mediators; and
- institutional support for mediators.

As well as addressing these issues directly, the mediators consistently referred to two themes. They showed deep concern about attitudes to terrorism, a feature dominating the political landscape in 2003, and its effect on mediation. Participants also recognised that an individual to ensure oversight of all of the various interventions that contribute to a sustainable peace – in the words of one participant, a 'peace architect' – is often absent in conflict and post-conflict settings.

The meeting deliberately avoided conclusions. There was a sense that this would have been too prescriptive in a field where flexibility is considered a positive quality. Participants and organisers felt that the meeting achieved its objectives and that the collaboration between the Centre and the Norwegian Government had been a success. Such



“The quest for peace and security is the main challenge facing us today. This quest is what brings us together. There is no nobler objective” **Prime Minister Kjell Magne Bondevik**

LIST OF PARTICIPANTS

- Mr. Yasushi Akashi, Chairman, Japan Centre for Conflict Prevention
- Mr. Carl Bildt, former Prime Minister of Sweden
- His Excellency Ambassador Lakhdar Brahimi, Special Representative of the UN Secretary-General for Afghanistan
- Mr. Jan Egeland, Under-Secretary-General for Humanitarian Affairs
- Mr. Martin Griffiths, Director, Centre for Humanitarian Dialogue
- Vidar Helgesen, State Secretary, Ministry of Foreign Affairs, Norway
- Mr. Terje Rød-Larsen, United Nations Special Coordinator for the Middle East Peace Process
- Mr. James LeMoyné, Special Advisor to the Secretary-General for Colombia
- Ian Martin, Vice President, International Centre for Transitional Justice
- C. Andrew Marshall, Deputy Director, Centre for Humanitarian Dialogue
- Sir Ketumile Masire, former President of Botswana
- Dr. Surin Pitsuwan, former Foreign Minister, Thailand
- Mrs. Elisabeth Rehn, Senior Specialist, Ministry of Foreign Affairs, Finland
- Erik Solheim, Special Advisor, Ministry of Foreign Affairs, Norway
- Mr. Alvaro de Soto, UN Secretary-General's Special Envoy to the Peace Process in Cyprus
- Lt. General L.K. Sumbeiywo, Special Envoy for the IGAD Peace Process in Sudan
- Mr. William L. Ury, International Advisor, Aceh, Centre for Humanitarian Dialogue
- General Anthony Zinni, International Advisor, Aceh, Centre for Humanitarian Dialogue

an annual retreat was a useful and rare means of exchanging experience, sharing dilemmas, and identifying, even if informally, matters of concern. A meeting to follow on from this is being planned for 2004.

MYANMAR/BURMA

The Centre's activities in Myanmar/Burma in 2003 focused on maintaining the interest of key actors and stakeholders in the national reconciliation process facilitated by the UN Special Envoy, Razali Ismail, to end the long-standing political stalemate between the Government of Myanmar and opposition groups, most notably the National League for Democracy (NLD). Since the start of the process in October 2000, the Centre's Representative in Yangon has provided essential in-country support to the UN Special Envoy.

The re-arrest of Daw Aung San Suu Kyi, Secretary-General of the NLD, on 30 May 2003 materially affected the Centre's planned activities intended to encourage the Government and the NLD to enter into substantive discussions. Since the collapse of the UN process, and the publication, in August, by the Government of its road map, the Centre has been engaged in developing responses to the challenges of the immediate situation. The Government's lack of clarity regarding its intentions towards the NLD, in the context of its road map, is of particular concern. Briefings by the Centre's Representative in Yangon provided valuable background information for the UN Special Envoy's discussions with the different sides. With regard to ethnic groups situated inside and outside of the country, the Centre has maintained contact with major figures and community leaders involved in formulating reactions to the Government's road map.

For the UN Special Envoy, the Centre and other supporters of the national reconciliation process, the immediate challenge is to repair relations between the parties, with the active encouragement of the international community. To

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this end, the UN Special Envoy is currently exploring the Government's road map as a means of effecting national reconciliation with the different sides. In the Centre's view, engagement in key areas provides opportunities for changes on the ground, leading to improvements in the economic and humanitarian situation in the mid-term and beyond.

ACEH

From January to May 2003, the Centre worked with representatives of the Government of the Republic of Indonesia (GOI) and the Free Aceh Movement (GAM) to implement a Cessation of Hostilities Agreement (COHA) signed by the two parties in Geneva on 9 December 2002. The Agreement committed them to adopting the Special Autonomy Law as a starting point for an all-inclusive dialogue process leading to the establishment of a democratic autonomous government in 2004.

Through the Agreement, the Centre was tasked with establishing an international, tripartite monitoring mission, including the GOI, GAM, and its own staff, to oversee implementation, and a Joint Security Committee (JSC) to monitor and maintain security.

There were also provisions in the Agreement for Peace Zones. The first was inaugurated at a formal ceremony in January 2003 and a further six were identified in the following weeks. Both sides were prohibited from carrying weapons in the zones and neither could move additional forces into them. After a period of confidence building, the two parties agreed to begin a demilitarisation process involving the storage of weapons and the relocation of forces to defensive positions. The Centre convened a team of Weapons Verifiers to assist with the verification process, including no-notice inspections of GAM weapon sites.

The tripartite monitoring operation began in early January and reached full strength in March. Monitors from Norway, the Philippines and Thailand, under the auspices of the

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Centre, and their GOI and GAM counterparts were deployed in six-member tripartite monitoring teams (TMTs) to monitor security incidents. They also managed to escort groups of internally displaced persons (IDPs) back to their homes.

In February, blueprints were presented for a demilitarisation process. The GAM agreed to the phased placement of its weapons in designated sites, and the GOI agreed to relocate its soldiers to defensive positions and to transform BRIMOB paramilitary units from an offensive force to a 'normally functioning police force'.

The Centre also worked closely with the Public Information Unit (PIU) in Aceh on the accurate, fair and transparent dissemination of public information about the peace process.

Unfortunately, the security situation deteriorated dramatically and the TMTs were temporarily relocated to Banda Aceh in April to ensure their safety.

A Joint Council hosted by the Government of Japan in Tokyo on 17–18 May was convened to address the problems and to take steps to resolve them. However, the two sides were unable to find middle ground. The meeting was followed a few hours later by the Government's declara-

tion of martial law in Aceh and the start of the military offensive. All JSC staff members were relieved of their duties and arrangements were made to transport them to their places of origin. The Centre withdrew its personnel from the province, but maintained a presence in Jakarta at the request of the GOI.

The Centre has remained in contact with its interlocutors on both sides and with other concerned members of the international community to continue to promote a negotiated solution to the conflict.

CONFIDENTIALITY AND DISCRETION

Due to the sensitive and often delicate nature of much of the Centre's mediation work, a high priority is placed on respect for the integrity of those affected by conflict, and the partners and parties to dialogue by ensuring a high level of confidentiality.

During the early stages of the process in particular, this confidentiality often serves as a means for building confidence and developing relationships.

FORUM FOR DIALOGUE

From its privileged location, the Centre regularly organises and hosts meetings and conferences on humanitarian issues, providing a unique and independent forum for the exchange of ideas. Based in a villa by the shores of Lake Geneva, the Centre has three conference rooms, which it regularly makes available to the humanitarian community free of charge.

In 2003, the Centre hosted more than 20 meetings involving various organisations, such as UN agencies, the Red Cross Movement, the Norwegian Refugee Council (NRC), the International Rescue Committee (IRC), Minority Rights Group International and the Overseas Development Institute (ODI). The Centre also co-organised another 30 meetings to stimulate dialogue.



The Centre remains committed to its role as a forum for dialogue and has already received a number of reservations for the coming months.

The following meetings were held at the Centre in 2003 (* indicates those co-organised by the Centre)

January

23 January Donor Relations and Resource Mobilisation Service Retreat – United Nations High Commission for Refugees (UNHCR)

February

3 February Briefing of Geneva-based diplomats – Aceh*
12 February Project Reach Out, 2003 objectives – International Federation of the Red Cross and Red Crescent Societies (IFRC)

March

6 March Board meeting*
17–18 March Arms Availability Questionnaire consultation meeting*
20 March Effective Donor Reporting Training – UNHCR
24 March Briefing of Geneva-based diplomats – Politics and Humanitarian Action*
28 March NGO Consultation on the Responsibility to Protect – International Council of Voluntary Agencies (ICVA)

April

3 April Consultation on Humanitarian Dilemmas: “Politics and Humanitarianism: Coherence in Crisis?”*
7 April Humanitarian Dialogue – Monterey Institute for International Studies*
8 April Humanitarian Engagement in Central Asia*
9 April Anglo-French Dialogue on Humanitarianism*
25 April Small Arms – Human Security Network*

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May

- 7 May** Humanitarian Information Sharing – Geneva IT Group*
- 9 May** Annual Council meeting – Minority Rights Group
- 13 May** Team Building Workshop, Consolidated Appeal Process – UN Office for the Coordination of Humanitarian Affairs (OCHA)
- 14 May** Thematic Protection Learning Programmes – UNHCR*
- 14 May** Small Arms – Human Security Network*
- 15–16 May** Early Warning Consultation – Inter-Agency Standing Committee (IASC) Task Group on Preparedness and Contingency Planning
- 26 May** Briefing of Geneva-based diplomats – Humanitarian Engagement with Armed Groups: Central Asian Islamic Opposition Movements*
- 27 May** Retreat of staff with regional responsibilities to prepare for the enlargement and expansion of the Regional Support Unit for Asylum Systems Development – UNHCR

June

- 5 June** Anglo-French Dialogue on Humanitarianism*
- 16 June** “Six Thinking Hats” method, training day – International Committee of the Red Cross (ICRC)
- 17 June** Thematic Protection Learning Programmes: Protection Strategies in the Context of Broader Migration Movements – UNHCR*

- 30 June (–3 July)** Middle East communications training – ICRC

July

- 8 July** Board meeting*
- 22 July** Humanitarian Information Sharing – Geneva IT Group*
- 24 July** Press conference, Fête d’Excellence – International Human Rights Consortium

August

- 6 August** Visit of students from the International Human Rights Consortium. Presentation of the Centre’s activities*
- 7 August** Internal communications meeting – ICRC
- 19 August** Preparatory meeting on Red Cross workshop on small arms – Human Security Network*
- 21 August** Meeting of Geneva-based humanitarian NGOs with US Congressman Christopher Shays – ICVA, International Catholic Migration Commission (ICMC), IRC, World Council of Churches (WCC)

September

- 4–5 September** Supervisory skills training – OCHA
- 10–11 September** Board meeting*
- 16 September** Supervisory skills training – OCHA
- 17 September** Off-site review meeting – International Bridges for Justice



“It is those who make war with whom we must make peace”

Anonymous

FORUM FOR DIALOGUE



19 September Preparatory meeting of the Red Cross workshop on small arms – Human Security Network*

22–23 September Supervisory skills training – OCHA

24 September Humanitarian Information Sharing – Geneva IT Group*

October

7 October Donor briefing on the DRC, protection challenges and responses – NRC

13 October Humanitarian Action and the Global War on Terrorism: A review of trends and issues, Humanitarian Policy Group seminar series – ODI

14 October Convention Plus Unit – UNHCR

15 October Briefing of Geneva-based diplomats*
Subject: Update on all of the Centre's projects and focused discussion on the Justice Reconstruction Project

15 October Human Security Network meeting chaired by the Government of Mali*

20–21 October Post-conflict monitoring mechanisms*

24 October Human Security Network meeting*

November

3–4 November Orientation Session for Protection Surge Capacity Project Staff (Protection Deployments to Afghanistan) – IRC

10 November Preparatory meeting of the Red Cross workshop on small arms – Human Security Network*

11 November Meeting on the Future of Humanitarian Action – IASC

17 November Focal point meeting for the *In the Line of Fire* project*

19–21 November Workshop: Partnering for Prevention and Response to Sexual and Gender-Based violence (SGBV) in Refugee Settings – UNHCR

24 November Briefing of Geneva-based diplomats*
Subject: The impact of the war on terrorism on humanitarian action

25 November ICRC book review with David Forsythe*

26–27 November Board meeting*

28 November Council meeting*

December

8–9 December Small Arms Workshop: Brainstorm for phase II of the publication *Putting People First**

12 December Projet Institutionnel (Groupe de travail de la fonction Finances) – Hospice Général

15–17 December Action for the Rights of Children (ARC) Resource Group Workshop – Save the Children UK

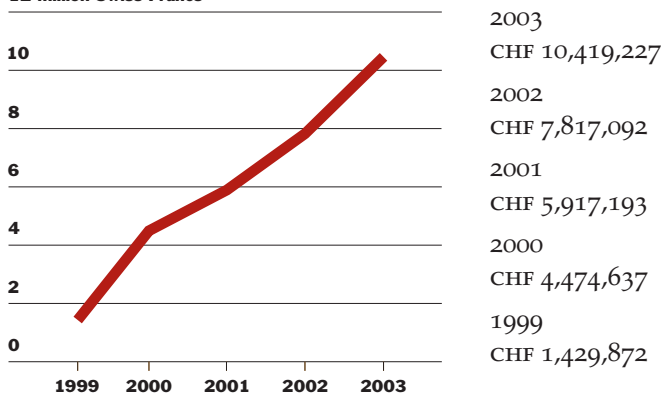
18 December Humanitarian Information Sharing – Geneva IT Group*

19 December Global IDP Project – Appeal for 2004 and future strategy – NRC

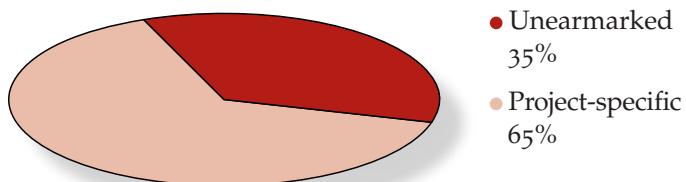
FINANCIAL STATEMENT

In 2003, the Centre's total income increased to CHF 10,419,227.

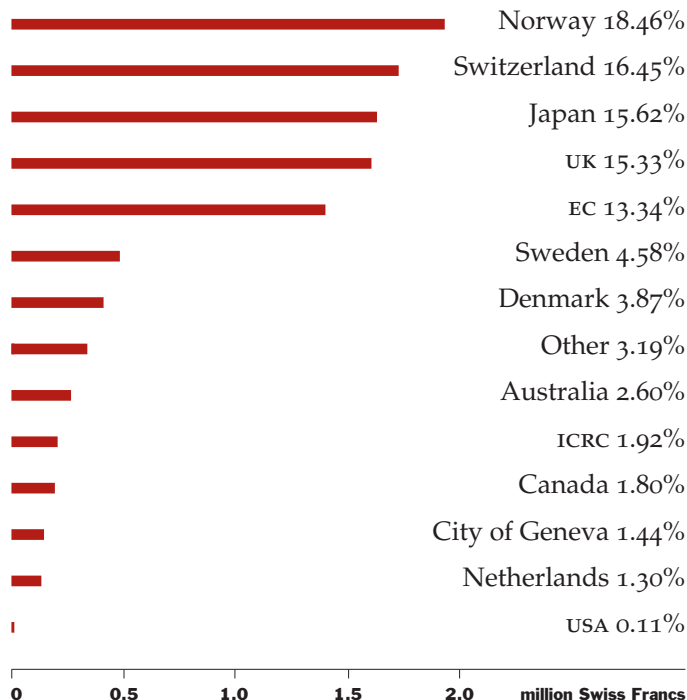
12 million Swiss Francs



The Centre received CHF 3,682,415 in unearmarked funds and CHF 6,736,812 for project-specific activities.



The Centre received financial support from the Governments of Australia, Canada, Denmark, Japan, The Netherlands, Norway, Sweden, Switzerland, the United Kingdom and the United States of America, as well as from the European Commission (EC), the Red Cross Movement, the City of Geneva, Graduate Institute of International Studies (HEI) and other private philanthropists.



The Centre's administrative expenses, relative to project expenses, have decreased steadily from 63% in 1999, 44% in 2000, 32% in 2001, 29% in 2002, to 23% in 2003. The absolute figures have only changed slightly from year to year, as the amount spent on project activities has increased.

