

# ANNUAL REPORT 2004



**Centre for Humanitarian Dialogue**

114 rue de Lausanne  
Geneva, 1202  
Switzerland

*Phone* + 41 22 908 1130

*Fax* + 41 22 908 1140

*E-mail* [info@hdcentre.org](mailto:info@hdcentre.org)

*Website* [www.hdcentre.org](http://www.hdcentre.org)

Cover image: a woman walks near a mosque after the tsunami in Banda Aceh, 28 December 2004. © AP Photo/str.

Design and production: Richard Jones, Exile: Design & Editorial Services ([rmjones@onetel.com](mailto:rmjones@onetel.com))

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# ANNUAL REPORT 2004

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# MISSION STATEMENT

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*The HD Centre is an independent foundation based in Geneva, Switzerland, whose purpose is to prevent human suffering caused by war. Its humanitarian approach starts from the premise that the prevention and resolution of armed conflict are the surest means of achieving this goal. To this end it promotes and facilitates dialogue between belligerents.*

*We are neutral and impartial, supporting only those solutions that offer the best prospect of a just and lasting peace, consistent with international law.*

*Through our work, we aim to contribute to efforts to improve the global response to armed conflict. We believe that dialogue based on humanitarian principles can assist in achieving political settlements, and that the informal initiatives of a private institution can usefully complement formal diplomacy.*

*We pursue our objectives with a commitment to new approaches, to learning, and to collaboration, working with others across borders, beliefs and professions.*

# LETTER FROM THE CHAIRMAN OF THE BOARD

The year 2004 provided the HD Centre with the opportunity to build on the lessons of previous years experience and help it prepare effectively for the future.

In the spring of 2004, the HD Centre's Board and staff began a process of reflection on experience since it began work in 1999. This was greatly helped by support provided by the UK Department for International Development (DFID) for an independent evaluation of the HD Centre's work. When this process was completed, we opened our doors in celebration of our 5th anniversary in November to local dignitaries, politicians, diplomats, humanitarians and other partners to show what we had been doing and what the organisation had become.

We welcomed guests with an overview of the work of the organisation, now more clearly focussed on conflict resolution.

The HD Centre's geographic reach extended in 2004 with operational projects in Aceh (Indonesia), Darfur (Sudan), Myanmar, The Middle East (through the Geneva Initiative), The Philippines and Uganda, while assessments continue to identify potential new projects in yet other parts of the world. Significantly, the world's attention was finally turned to the desperate plight of the people of Darfur, coinciding with our own attempts to facilitate talks alongside the African Union, and the rest of the team of international facilitators.

Our policy programme, now more integrated into operational projects is also focussing on four related thematic areas: the protection of civilians; security and the control of the proliferation of small arms and light weapons; mediation and negotiation techniques to resolve conflicts, and; the administration of justice in transitional post-conflict settings.

In this year's annual report you will also find a new Mission Statement and set of Operating Principles to guide the organisation, from which all our operational activities and methods will now derive.



Sadly, we must end as the year did, with a tragedy, but one that may inspire us to forge ahead with our work – the earthquake and tsunami in the Indian Ocean in December 2004. The lives of hundreds of thousands in the region were destroyed. Many were people we had known and worked with in Aceh. Natural disasters on this scale can be devastating to communities anywhere in the world, but in a conflict prone region the impact on innocent civilians can be much greater.

However, since the tragedy we have witnessed examples of such resilience, strength and determination among the Achenese and other affected populations to rebuild their lives that we can only marvel. Their determination is an inspiration to us to continue with our work in ending conflict and reducing its impact on people such as them.

**Michael Aaronson**

# THE BOARD OF THE HD CENTRE

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## *Governance*

The Board is the HD Centre's governing authority. A maximum of 11 members may sit on the Board, which meets four times a year.

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

## *Board Members*

### **Michael Aaronson**

- Chairman of the Centre for Humanitarian Dialogue Board • 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

### **Ernst A. Brugger**

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

### **Pierre de Senarclens**

- 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

### **Narcisa L. Escaler**

- 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



**Michael  
Aaronson**



**Ernst A.  
Brugger**



**Pierre  
de Senarclens**



**Narcisa L.  
Escalar**

# THE BOARD OF THE HD CENTRE

Office and other international organisations in Geneva, 1989–1992

## **Abdul Gader Koroma**

- 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

## **Thierry Lombard**

- Senior Partner, Lombard Odier Darier Hentsch & Cie
- Vice President, Geneva Financial Centre Foundation
- Member of several business as well as a number of charitable boards and foundations

## **Peter Maurer**

- 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

## **Gerhard J.W. Putman-Cramer**

- 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



**Abdul Gader  
Koroma**



**Thierry  
Lombard**



**Peter  
Maurer**



**Gerhard J.W.  
Putman-Cramer**



## INTEGRATED APPROACH

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After five years of activity and growth, the HD Centre undertook an intense course of self-reflection in 2004. This was aided by an independent evaluation of the organisation, carried out by donors, and designed to highlight scope for improvement.

The experience revealed a need for a private and independent institution capable of offering services that ensure the advancement of conflict resolution and prevention processes. Such services include mediation and the opening of dialogue to create momentum for other official mediators, such as the UN. They also include facilitating the participation of the parties, especially armed groups, through practical support

As a result, the Board decided that, while the motivations of the HD Centre must remain grounded in humanitarian principles, efforts will be more precisely focused in future on conflict resolution, especially on developing and strengthening the organisation's ability to facilitate peace processes.

The Board also decided that projects should be more fully integrated and should be directed towards this end.

All of this means that, from an operational and policy standpoint, the HD Centre will now concentrate on stopping wars through conflict prevention and conflict resolution.

Its policy work will focus on providing analytical support to those engaged in conflict prevention and resolution processes. In-house expertise will also be available on mediation and negotiation techniques, security issues, civilian protection, and matters concerning the administration of law in post conflict transitional settings.

The HD Centre's efforts have been welcomed in a variety of situations. We believe that our flexibility, discretion and humanitarian foundations have proved to be vital assets in a number of different contexts throughout the world. We are confident that, through the integration of our work, we will be able to respond quickly and effectively and that we will retain an analytical capacity of the highest degree.

## PROJECT SELECTION

The HD Centre works in a variety of contexts related to conflict resolution. But how does it decide which projects to become involved in? While there are a number of sources of potential initiatives, each and every one has to satisfy rigorous selection criteria.

Project ideas may develop internally. There may be geographic regions where our attention is drawn by news of emerging or developing conflict, or expertise that needs to be expanded so we can work more effectively. These ideas normally flow from the natural process of keeping our eyes and ears open.

Ideas may also come from a party to a conflict, a mediator, a facilitator, or even a government that requires assistance to formulate a policy in a specific area. This is an increasing source of new project ideas and a reflection of confidence in the work of the organisation.

Other projects may develop out of previous ones that require follow-up. Rapidly changing political circumstances in the field of conflict resolution may present new challenges that necessitate adjustments in objectives and timeframes, resulting in new projects.

Once ideas have been submitted, and before work can begin, the management team must be convinced that proposals are consistent with the terms of the mission statement, that the HD Centre has a comparative advantage and that capacity exists to perform at the track-one level at the highest standard. There are many risks involved, to staff, to the organisation and possibly to others. These are thoroughly assessed, as is the likelihood of having a positive impact.

On a practical level, the funding must be available in an appropriate manner. In some cases, this takes the form of earmarked donations from a single source; in others, resources are pledged by a number of donors.

Once the selection criteria have been met, and there is confidence in the assessment, the real work of conflict resolution can begin.



# PRINCIPLES OF OPERATION

## **Humanitarian Principles**

Humanity, impartiality, neutrality and independence are crucial to the operations of the HD Centre, because what drives our interest in conflict resolution is our desire to reduce human suffering and violence. The HD Centre's core belief is, therefore, respect for the dignity of the individual, particularly the individual's right to protection in a situation of conflict.

## **The Value of Dialogue**

The HD Centre believes in the value of dialogue as a tool for conflict resolution. It is committed to keeping processes moving forward and to keeping dialogue open with any party to an armed conflict in order to support efforts to reduce violence. However, deliberate, egregious breaches of good faith or ethics on behalf of a party may be reason for us to withdraw.

## **Discretion and Confidentiality**

The HD Centre is discreet and respects confidentiality, while remaining committed to appropriate transparency and dissemination of analysis and knowledge.

## **Unique Contribution**

The HD Centre adds value by undertaking tasks that others cannot and refrains from duplicating or encroaching on the work of others.

## **Accountability**

The HD Centre holds itself accountable to all pertinent stakeholders and its Board.

## **Practicality**

The HD Centre prioritises practical solutions to decrease suffering and to bring about the resolution of a conflict in the most sustainable manner.

## **High-Quality Research**

The research and policy work that the HD Centre carries out, coordinates or commissions meets the highest standards of research ethics.

## **Strategic Partnerships**

The HD Centre maximises its capacity, fills gaps and enhances peacemaking expertise by building strategic, mutually reinforcing relationships with other organisations.

## **Continuous Learning and Improvement**

The HD Centre continuously seeks to improve itself and its contribution to efforts to achieve and sustain peace by learning from its experiences and those of others and by sharing those lessons.

# OPERATIONAL PROJECTS

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## Introduction

It was a busy year for the HD Centre in terms of its mediation activities, as a number of new projects were added to its portfolio of ongoing programmes in Aceh, Indonesia, the Middle East and Myanmar.

New work in Africa began in Darfur, Sudan, and in northern Uganda. In April, our efforts to bring together the Government of Sudan and the two opposition parties active in Darfur were rewarded with the signing of an internationally monitored Humanitarian Ceasefire Agreement in N'djamena, Chad. The HD Centre continued to assist the parties in the lead up to and during the political talks in Abuja, Nigeria.

In northern Uganda, the HD Centre engaged itself in the long-standing conflict between the Uganda People's Defence Forces and the Lord's Resistance Army (LRA). Initially it conveyed messages between the two parties and subsequently worked in support of the Uganda-led effort to bring the conflict to a peaceful close.

In Asia, the HD Centre cooperated with the Government of Norway in the peace process between the National Democratic Front and the Government of the Republic of the Philippines. A series of talks was held and a Joint Monitoring Commission to monitor human rights abuses was established, facilitated with the assistance of the HD Centre.

Our assessment programme continues to monitor events worldwide in an effort to identify fields where the HD Centre might utilise its comparative advantages.

Finally, the integration process instigated by the HD Centre has highlighted strong synergies between our operational and policy activities. This has led to new work

An Indonesian child walks in front of a military armoured car in Aceh Besar district, Aceh province, Indonesia, 11 June 2004.

© REUTERS/Tarmizy Harva



on the sequencing of post-conflict transitional issues, which is now well underway. Meanwhile, a number of papers and publications were commissioned on mediation themes.

## Project Assessments

The HD Centre continually examines conflicts to determine whether it has a role to play in promoting or facilitating a negotiated solution.

It maintains watching briefs on several conflicts that are periodically reviewed to determine whether a formal assessment should be launched. Once a decision is taken that such a procedure should begin, detailed research and analysis is carried out on a number of aspects of the dispute. These assessments are extremely sensitive, often involving confidential processes as the operations team evaluates the dynamics of the particular conflict.

After reviewing this information, and, if necessary, revising it, the process moves on to the next stage. This phase may encompass a series of visits to the affected region in order to conduct primary research on the conflict: its causes, the main actors and the prospects for dialogue. The findings are then subjected to another round of rigorous review, before additional precious resources are committed. The primary concerns here include whether the underlying

situation warrants attention and whether the HD Centre is best placed to respond, as was the case in Darfur, Sudan.

The conflict in northern Uganda, for example, was identified as one where an assessment could be initiated. After monitoring events in the region for several months, the HD Centre decided to move forward with an evaluation, involving extensive research as well as meetings and discussions with experts. The information was compiled into an internal report for review. Beginning in January 2004, a number of trips were made to Uganda. During these visits, contact was established with representatives of the warring parties and with members of the diplomatic and humanitarian communities. The HD Centre is currently reviewing the results of these initiatives, while continuing to closely monitor developments in the country.

## *Aceh, Indonesia*

The province of Aceh, Indonesia, on the northern tip of Sumatra, has been in conflict for more than 25 years. Between 2000 and 2003, the HD Centre facilitated the peace process between the Government of the Republic of Indonesia and the separatist Free Aceh Movement (GAM). This culminated in the signing in Geneva of the Cessation of Hostilities Agreement in December 2002. Under the auspices of the HD Centre, military observers



# OPERATIONAL PROJECTS

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from the Royal Thai Government, the Royal Norwegian Government and the Government of the Republic of the Philippines monitored the first ceasefire agreement between the two parties. By May 2003, events had led to the breakdown of the peace process, the withdrawal of the HD Centre's monitors and the imposition of martial law. At the request of both parties, the HD Centre continued trying to identify opportunities for the two parties to renew talks. Throughout 2004, the HD Centre shuttled between Stockholm and Jakarta as both parties both expressed an interest in reengaging with the other in talks.

On 26 December 2004, a massive earthquake, followed by a tsunami destroyed Aceh's western coastline and much of the capital Banda Aceh. As many as 230,000 persons may have been killed in Aceh. The HD Centre immediately travelled to Aceh to check on the condition of former staff and assist those most in need.

The two parties to the conflict initially responded to the tsunami by issuing unilateral ceasefires. Since then, there has been sporadic fighting in the interior of Aceh but the two parties agreed to attend peace talks in Helsinki, Finland.

To assist the process, HD Centre has been shuttling between representatives of the two parties in Jakarta, Stockholm and Banda Aceh in an attempt to encourage them to engage in the planned talks and help ensure they are most successful. The HD Centre remains prepared to assist in which ever way it may be most effective.

## *Northern Uganda*

The conflict between the Government of Uganda (GoU) and the Lord's Resistance Army (LRA) has created a grave humanitarian crisis in northern Uganda, which has gone largely unnoticed by the international community. During the past 25 years, countless civilians have been killed, nearly two million people have been displaced and thousands of children have been abducted.

Since early 2004, representatives of the HD Centre have made a series of visits to Uganda in a discreet attempt try to resolve the conflict. The leaderships of both sides have communicated an interest in ending the conflict through peaceful means and have exchanged a number of letters, through the HD Centre as an intermediary, stipulating their interest in a ceasefire. In November, the GoU announced a unilateral ceasefire – the first since 1994. The ceasefire collapsed on 31 December, although efforts are continuing to try to renew it.

The HD Centre supports the current peace initiative and it is using its contacts with both the GoU and the LRA to facilitate a permanent solution. The GoU has requested that the HD Centre remain on standby pending progress in the talks. The HD Centre has also been asked by the leadership of the LRA to become involved, but has made it clear that it would only if the two parties agree that its assistance will be helpful at this stage.



Villagers sit in the back of a Ugandan army truck as they are moved to a safe area on 24 February 2004. The villagers were situated near the Barlonyo camp, the site of a massacre conducted by the LRA.  
© AP Photo/Karel Prinsloo



UN Special Envoy Razali Ismail (left) and the Vice Chairman of Myanmar's opposition party, the National League for Democracy, Tin Oo (front right), surrounded by party members and journalists in Yangon on 29 August 2001. © AP Photo/Str.

## *Myanmar*

The HD Centre 2004 activities in Myanmar principally aimed to contribute to efforts that create an environment conducive for reconciliation between the Government of the Union of Myanmar, the National League for Democracy (NLD) and the ethnic nationalities; and to provide support to international facilitators, principally the UN Secretary General's Special Envoy to Myanmar.

In order for there to be genuine change there must be a credible process with an emphasis on national reconciliation. This has been the main objective of the process facilitated by the UN since October 2000, which collapsed in May 2003 when Aung San Suu Kyi, the Secretary General of the NLD, was re-arrested. Her continued detention during 2004 and the non-participation of key political parties in the Govern-

ment's road map to democracy has been a major cause for international concern.

The HD Centre's main focus has been on developing appropriate responses to immediate challenges in Myanmar. The Government's decision to convene a National Convention on 17 May 2004 to draft a new constitution without lifting restrictions on the NLD has serious implications for UN policy, particularly if the new constitution is endorsed in a national referendum leading to fresh elections. By developing initiatives that encourage change in Myanmar, the HD Centre hopes to reverse current trends so negotiations between the different sides can resume.

Activities in 2004 also included monitoring and analysing events in Yangon following the sudden removal of the Prime Minister in October. The HD Centre also maintained contact with key figures and community leaders presently engaged in formulating strategies regarding the ethnic nationalities inside and outside the country in response to the Government's road map. Through its Representative in Yangon, the HD Centre continued to assist the International Labour Organization in its efforts to eliminate the practice of forced labour.

## *Darfur, Sudan*

In 2004, following an intensive assessment phase, the HD Centre's primary objective became the facilitation of an independently-monitored humanitarian ceasefire agreement in Darfur, Sudan. Since February 2003, Darfur had witnessed intense fighting between the Government of Sudan (GoS) and its militias and two main rebel groups, the Sudan Liberation Movement/Army (SLA) and the Justice and Equality Movement (JEM). This created what has been described as one of the world's worst humanitarian crises.

In February, the HD Centre led the first serious international attempt to bring the conflicting parties to the

# OPERATIONAL PROJECTS

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Displaced Sudanese women work by their shelter at Musai camp near Nyala, south Darfur, 8 October 2004. © REUTERS/Zohra Bensemra

negotiating table to review and discuss the humanitarian consequences of the conflict. The meeting scheduled to take place in Geneva, was, however, cancelled due to the GoS's refusal to attend.

Soon after, the HD Centre worked closely with the Government of Chad, the lead mediator, to organize a meeting in N'djamena that could involve all parties for the first time. These included the warring parties and representatives of the international community, including the African Union (AU), the United Nations, the United States of America and the European Union. The HD Centre provided negotiation and technical support to the peace talks as a member of the international team of facilitators and separately to the Chadian chair. It also facilitated the attendance of the two rebel groups and encouraged their continued participation in the negotiations. The N'djamena meeting concluded with the signing of a Humanitarian Ceasefire Agreement on 8 April 2004.

In April and May, the HD Centre worked with the Government of Chad, the AU and the international mediators to

finalize the modalities for the establishment of a Ceasefire Commission (CFC). A meeting in Addis Ababa finally led to the signing of an agreement on a CFC 28 May 2004. This allowed for the deployment of the first international military observers in June whose numbers steadily increased later.

In June, the HD Centre organized meetings between the SLA and JEM and the international community. The first explored ways to ensure humanitarian access to civilian victims and the protection of humanitarian workers and included the rebel groups and representatives of the international NGO community and human rights groups. The second involved informal consultations on the humanitarian situation. This brought together rebel leaders, a ministerial delegation from the GoS and approximately 80 members of the donor community at the ministerial and ambassadorial level. It was the first opportunity for the international community to meet with and hear, first hand, SLA and JEM commitment to humanitarian principles and operations, and provided access to the leadership of the two rebel groups.

In mid-July 2004, in response to continuing violence, the AU attempted to convene the GoS and the rebel groups in Addis Ababa for talks on the political issues fuelling the conflict. The rebel leaderships decided not to participate, causing a serious setback to the AU-sponsored dialogue process.

At the request of H.E. Dr. Hamid Algabid, the AU Special Envoy for Darfur, the HD Centre convened another meeting in Geneva on 22 July. This provided the first opportunity for the new AU Darfur Mediation Team (the AU, the UN and the Government of Chad), and the SLA and JEM, to interact at a senior level and engage in an effort to facilitate the resumption of the peace talks.

The AU Darfur Mediation Team subsequently met with the GoS in Khartoum. With growing pressure from the international community, they and the rebel groups agreed to meet in Abuja, a venue agreed upon in the 22 July meet-

ing, for talks on political issues in August. The HD Centre was invited by the AU to attend and provide technical support to the political talks, convened and hosted by the President of Nigeria and AU Chairman Mr. Olusegun Obasanjo.

In October, the HD Centre was invited by the Government of Chad to participate as an official observer at a meeting of the Joint Commission in N'djamena. Along with other international observers, it provided advice to the AU and the parties on how to strengthen the Joint Commission.

In November and December 2004, the Centre assisted the UN International Commission of Inquiry for Darfur established by the Security Council in September 2004, briefing members in Geneva before their visit to Khartoum and facilitating their first official contacts between the commission and the leaderships of the SLA and JEM based in Asmara.

## *Philippines*

Since February 2004, the HD Centre has provided support to the Royal Norwegian Government as the third party facilitator to talks between the Communist Party of the Philippines/National Democratic Front (CPP/NDF) and the Government of the Republic of the Philippines (GRP).

This conflict has continued for more than 35 years – the longest in Asia. Human rights abuses have been committed by both parties and the civilian death toll is estimated to have surpassed 40,000.

In February 2004, both parties agreed to a process of negotiation focusing on implementing previous protocols and agreements to end hostilities and move to political talks. In March, they agreed to the establishment of a Joint Monitoring Committee (JMC), composed of delegates from the two parties, to be responsible for processing complaints of human rights violations. The HD Centre helped establish the JMC and oversees its administration. More than

250 complaints of human rights abuses covering the last four years have been received.

The two parties also made progress in discussions on social, economic and constitutional reforms to end the conflict. However, the talks stalled in August when the CPP/NDF was placed on the United States and European Union's terrorist lists. The GRP has since indicated that in order for them to continue talks and to lobby for the removal of the CPP/NDF from the international terrorist lists, the CPP/NDF would need to agree to a ceasefire. The GRP is now reviewing the NDF's proposal to have a ceasefire only around the time of talks.

Meanwhile, the JMC continues to carry out its functions. The HD Centre will continue to manage the JMC in Manila and assist the Royal Norwegian Government in its attempts to bring the parties back to the table for talks to end the conflict.



Chief negotiator for the Government of the Philippines, Silvestre Bello III (right), and Luis Jalandoni, head of the rebel National Democratic Front delegation, shake hands after a signing ceremony in Oslo, Norway, 14 February 2004. © REUTERS/SCANPIX/Oern E. Borgen

# OPERATIONAL PROJECTS

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Israeli Geneva Initiative Representative Yossi Beilin (right) and his Palestinian counterpart, Yasser Abded Rabbo, at the VI Formentor Forum in Mallorca, Spain, on 8 October 2004.  
© REUTERS/Dani Cardona



## *Geneva Initiative*

The Geneva Initiative offers a detailed blueprint for an Israeli-Palestinian permanent status agreement. It is based on the Clinton parameters of December 2000, accepted by both sides as a basis for negotiations. It also builds on former permanent status negotiations, including those held in Camp David

and Taba. It drafts the realization of the permanent status peace component envisaged in President Bush's speech of June 24, 2002 and in the Quartet Road Map process.

In 2004, the HD Centre continued with its support. With the Geneva Initiative Committee (GIC) a mechanism to oversee the receipt and distribution of funds was established for its promotion. The HD Centre has also provided advice on the parties' strategy, programmes and projects as well



as on avenues for financing and funding. A financial reporting mechanism was also established to ensure that the expenditures are properly reported upon and externally audited.

The funds, overseen by the GIC, were used by the parties on various promotion activities. These have included public lectures, visits to local communities, advertising campaigns and publications targeting specific groups, training for young leaders, children's summer camps, and networks for non-governmental organisations working for peace.

The HD Centre has also worked with the parties on strengthening their approach to programming, drawing on its experience gained from work in other conflict areas. It has regularly participated in the meetings of the Geneva Initiative Network, a group of around 30 countries which support the Geneva Initiative politically and financially.



# POLICY PROGRAMME

The HD Centre is working to resolve conflicts in a variety of countries and in differing circumstances. Each operational project is complemented by a programme of research and advocacy on issues directly associated with the particular challenges in each case. This informs practice both with regard to individual projects and collectively, helping us to adapt rapidly to changing conditions.

This internal analysis is accompanied by a conscious effort to look beyond the immediate environment. The HD Centre makes a determined attempt, for instance, to keep abreast of the latest thinking on an array of conflict-related issues in a range of disciplines. Furthermore, where it can, it shares experience gained in its own engagements with other conflict resolution actors.

In 2004, the HD Centre was able to consolidate and develop its expertise on four main conflict related issues:

- the protection of civilians;
- efforts to control the proliferation of small arms and light weapons;
- mediation and negotiation – as techniques to improve respect for humanitarian norms, and to resolve conflicts; and
- strengthening the administration of justice in post-conflict settings.

Efforts in these areas involved the provision of advice and support to staff members engaged in conflict resolution processes, the publication of practical research, and engagement with partners and stakeholders, especially governments and international organisations.

## Tackling Small Arms Proliferation

The HD Centre's work on small arms proliferation and misuse seeks to contribute to global efforts to control and mitigate the negative impacts through action-oriented research, policy development and networking. Highlights in 2004 included:

- A meeting, in Bamako, Mali, on possible responses to challenges posed by armed groups and weapons availability. Participants included representatives of the Human Security Network of States, international and regional organisations, and West African NGOs. A briefing paper helped to frame the debate and attempted to identify ways of moving forward.
- Continuing work on a global survey of relief and development workers, *In the Line of Fire*, which attempts to assess the influence that small arms proliferation has on humanitarian activity. In 2004, a questionnaire was distributed among 17 relief agencies; more than 2,000 responses were received from 96 countries. A report of the findings will be published in the lead-up to the Second UN Biennial Meeting of States (BMS) on 11–15 July 2005.
- *Putting Guns in Their Place: A resource pack for two years of action by humanitarian agencies*. This report, including a foreword by Jan Egeland, the UN Emergency Relief Coordinator, was published in three languages. It aims to provide the humanitarian community with an accessible guide for tackling the small arms problem through operations and advocacy.



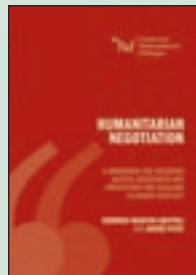
*"I welcome this report by the Centre for Humanitarian Dialogue as a real resource for turning words into action"*

— Jan Egeland

*"Thank you very much for the report that came today. I have already read half of it and I just have to say that it is extremely good, clear and easy to understand at the same time as it points out the very crucial problems with small arms"*

— Swedish Red Cross

- Three editions of the *Small Arms and Human Security Bulletin* were published in four languages in 2004 on regional and thematic issues, including:



- \* small arms in the Middle East;
- \* weapons availability and armed groups; and
- \* small arms in Central Asia.

Throughout 2004, work continued on a major policy brief that will review progress on international efforts to control small arms. The publication is targeted primarily at governments participating in the forthcoming Biennial Meeting of States.

### *Improving Negotiation and Mediation Skills*

Since 2000, the HD Centre has convened and supported a Humanitarian Negotiators' Network (HNN), devoted to improving the negotiation skills of fieldworkers. In 2004, this work was brought to a close with the publication of *Humanitarian Negotiation: A handbook for securing access, assistance and protection for civilians in armed conflict*.

The book draws on the accumulated experience of the HNN, as well as on research undertaken in Côte d'Ivoire and Macedonia and interviews with more than 100 experienced humanitarian workers. The project was carried out with strong support from the International Committee of the Red Cross and the United Nations High Commissioner for Refugees.

The initial print run of 500 was quickly depleted and more than 1,000 additional copies have been requested by humanitarian agencies.

*"This is an excellent publication that will undoubtedly be very useful to humanitarian workers. The attention it brings to the importance of negotiation skills in effective humanitarian interventions is long overdue and most welcome"*

— **Mark Malloch Brown**

Administrator of the United Nations Development Programme (UNDP)

*"It is excellent, congratulations to all of you"*

— **John Paul Lederach**

Professor of International Peacebuilding

A separate project, the *Mediators' Book*, involves a series of interviews with experienced mediators. The objective is to identify what aspects of style, methods and approaches produce successful results, while simultaneously highlighting the common obstacles that they face. The book will be published in 2005.

### *Conflict Mediators' Retreat*

The HD Centre continued its work with conflict mediators at its second Conflict Mediators' Annual Retreat. The event, held in Oslo in June 2004, was co-organised with the Norwegian Ministry of Foreign Affairs and brought together senior mediators to allow them to share their experiences.

Substantive issues addressed included:

- the challenges posed by engaging (non-state) armed groups in peace processes;
- best practice in relation to monitoring ceasefires and efforts to protect civilians; and
- questions arising regarding the extension of international criminal jurisdiction.

Participants also assessed long-term conflict trends and the implications for mediation efforts.

## List of participants

**Mr. Yasushi Akashi** *Chairman, Japan Centre for Conflict Prevention*

**Mr. Alvaro de Soto** *UN Under-Secretary-General Special Adviser to the Secretary-General on Cyprus*

**Mr. Ismail Ebrahim Ebrahim** *Political Advisor to the Deputy President of South Africa*

**Ms. Hilde Frafjord Johnson** *Minister of International Development, Norway*

**Mr. Martin Griffiths** *Director, Centre for Humanitarian Dialogue*

**Mr. Vidar Helgesen** *State Secretary, Ministry of Foreign Affairs, Norway*

**Mr. Tan Sri Razali Ismail** *UN Special Envoy for Myanmar of the Secretary-General*

**Mr. Swaraj Kaushal** *Senior Advocate, Supreme Court of India, Member of Parliament and Political Negotiator for the Government with regard to the conflict in Nagaland*

**Mr. James LeMoynes** *Special Advisor to the Secretary-General for Colombia*

**Mr. Ian Martin** *Vice President, International Centre for Transitional Justice, New York*

**Dr. Surin Pitsuwan** *Former Foreign Minister, Thailand*

**Mr. Terje Rød-Larsen** *United Nations Special Coordinator for the Middle East Peace Process*

**General Sir Rupert Smith** *Former Deputy Supreme Commander Allied Powers Europe*

**Mr. Erik Solheim** *Special Advisor, Ministry of Foreign Affairs, Norway*

**Lt. General L.K. Sumbeiywo** *Special Envoy for the IGAD Peace Process in Sudan*

**Ambassador Heidi Tagliavini** *UN Special Representative for Georgia of the Secretary-General*

**Dr. William L. Ury** *Programme on Negotiation, Harvard University*

“

*“Open dialogue means a lot for the press, and a lot less for the parties”*

*“Mediator – know yourself. The belligerent parties will look for your weaknesses and exploit them”*

Norwegian Prime Minister Kjell Magne Bondevik addressed the meeting.

## Protecting Civilians

The HD Centre policy team maintained its forward-looking approach by focusing its research on three broad areas that it considers vital to preparations for its operational and policy work:

- insurgency and counter-insurgency, and strategies for engaging armed groups on humanitarian issues;
- international monitoring and other tactics for protecting civilians; and
- a detailed re-examination of various ideologies that encourage or condone violence against civilians.

The policy briefs emerging in 2004 on these themes included:

- *Asymmetric mediation – armed groups and peace processes.*
- *With or Against: Humanitarian agencies and coalition counter-insurgencies*
- *A Call to Alms: Humanitarian action and the art of war*



*“Clear, concise and persuasive – another excellent and timely piece”*

*“[H]ow interesting I found this article. I’ve been commending it to everybody”*

*“An excellent analysis of an overall lack of response”*

— **Readers’ comments on *A Call to Alms***

Ongoing research will lead to two major publications in 2005:

- *Civilians*, examining underlying moral and political arguments for their protection, and
- *Unarmed monitors*, a survey of efforts to protect civilians through international presence.

HD Centre staff were also invited to participate in conferences, workshops and other events on themes related to civilian protection, including giving keynote speeches at a joint Swiss Government and Wilton Park conference in Montreux, the second inter-governmental meeting of the Good Humanitarian Donorship initiative in Ottawa and the US Government’s biannual OFDA-NGO meeting in Washington, DC.

## *Administering Law in Transitional Settings*

The administration of justice poses serious challenges in post-conflict environments. Much attention is focused on accounting for past crimes, and too little on how to establish a fair justice system that is capable of operating effectively. In 2003, therefore, the HD Centre began to analyse ways of improving international assistance efforts.



In 2004, the report entitled *Assistance to justice and the rule of law in Afghanistan – A strategic analysis* identified shortcomings in efforts to improve the administration of justice, and

suggested practical ways in which donors could better target their assistance. The report was widely distributed (in English and in Farsi) to key actors in Afghanistan and elsewhere.

Studies were also undertaken of informal or traditional justice mechanisms in Burundi and Somalia. The goal was to assess ways in which international actors might provide support to such mechanisms, and the risks and opportunities in doing so. These will be included as case studies in a publication by Tufts University – produced in conjunction with the United States Institute of Peace.

*“It should prove invaluable in informing reconstruction and development assistance strategies in Somalia”*

*“[This] tight focused report is excellent ... [the HD Centre] has done a good job and made sensible and practical recommendations”*

The HD Centre has since participated in several discussions to encourage policy thinking in this area. We also contribute our own thinking, summarised in *The Rule of Law as the Measure of Peace – Responsive policy for reconstructing Justice and the Rule of Law in post-conflict and transitional*

*environments*, which was presented at the May 2004 United Nations University–World Institute for Development Economics Research conference on “Making Peace Work”, held in Helsinki, Finland.

Work in this area will concentrate increasingly in 2005 on providing solid policy input to peace processes in which the HD Centre is engaged.



# FORUM FOR DIALOGUE

## January

- 9 Disaster preparedness and policy planning – IFRC
- 22 Information & Communication Technology (ICT) strategic planning meeting – OCHA
- 23 2004 DRRM Retreat – UNHCR
- 27 ICT strategic planning meeting – OCHA

## February

- 4–5 Steering Committee and Donor Roundtable Meeting – IFRC
- 9 Senior Management offsite meeting – IFRC
- 24 Inspector General’s Office Retreat – UNHCR

## March

- 10 Human Rights Obligations Relating to Cotton Subsidies – 3D -> Three
- 18 Workshop sur l’évaluation des vulnérabilités et des capacités – IFRC
- 19 Enhancing the quality of human resources management – People in Aid
- 22–23 Women, children & community development section Retreat – UNHCR
- 29–30 Strategic Planning Meeting on North Africa and the Middle East – UNHCR
- 31 Inter-Agency Standing Committee (IASC) Heads of agencies and USG meeting – OCHA

## April

- 1 Supporting Children’s ethical and meaningful participation in the UN study on violence against children – Save the Children
- 2 NGO advisory group to the UN study on violence against children – World Organisation Against Torture
- 8 MSU–SDE–EGB PER Retreat – World Health Organisation (WHO)
- 17 Council Annual General Meeting – Minority Rights Group international



# FORUM FOR DIALOGUE

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## May

- 4–5 Workshop to discuss outcomes of the UN study on violence against children – Save the Children
- 6 Health Research to achieve the Millennium Development Goals – Global Forum for Health Research and the European Foundation
- 12 SIOS Retreat on Inter-Agency Cooperation and Partnerships; Focus: Humanitarian Coordination issues – UNHCR
- 19 Policy Programme Briefing to Geneva-based diplomats\*
- 28 Seminar – Human Resources division, UNHCR

## June

- 1 Debriefing for Surge Deployed Members in Afghanistan, Venezuela, Malaysia and Sierra Leone – IRC
- 3 Consultations on the Humanitarian Situation in Darfur, Sudan\*
- 7 Global IDP Project Team Building – NRC
- 8 OCHA ICT strategy for HQ and the Field – OCHA International Programme Council—Small Arms Survey
- 9 Mid-term Internal review – Com\_Educ\_Field, ICRC
- 10 Offsite review meeting – International Bridges to Justice
- 11 Second ADIP Management Committee Meeting – Global Alliance for vaccines and immunization (UNICEF)



16–17 Board meeting\*

- 18 IASC working group meeting on Indonesia – OCHA
- 21–22 Brainstorm session on war economies – Department for Foreign Affairs and International Trade (Canada) and The Swiss Federal Department of Foreign Affairs
- 22 Visit of students from the Humanitarian Diplomacy Course: presentation of the HD Centre and its mediation activities\*
- 23 Humanitarian Information Sharing – Geneva IT Group\*
- 28–29 WHO meeting

## July

- 7 Quaker summer school visit: presentation of the HD Centre\*
- 8 The Study on Violence Against Children – UNICEF
- 8 Humanitarian Information Sharing – Geneva IT Group\*
- 16 Donor relations – UNHCR
- 22 Meeting on Darfur\*

## August

- 16–18 Expert Meeting on Human Rights training for Military Peacekeepers – OHCHR & APT
- 23 Journalists briefing Sudan\*
- 24–25 Inter-agency Sub-Working Group Meeting on Preparedness – UNICEF

## September

- 7–8 Small Arms UN process preparation meeting\*
- 14 Off-site meeting – Bridges to Justice
- 15–16 Board meeting\*
- 17 OCHA's role in Liberia in relation to the integrated mission UNMIL – OCHA Donor Support Group
- 27 Retreat of the Legal Affairs Section 2004/2005 strategy and objectives – UNHCR
- 29 Workshop on humanitarian use of satellite imagery – UNOSAT



- 30 Internally Displaced Division (IDD) Retreat: Effectiveness of IDD in helping to ensure protection and assistance needs of IDPs – OCHA
- 30 Humanitarian Negotiations: Advisory committee meeting\*

## October

- 11 Values Education for Development in Sub-Saharan Africa – UNESCO–BREDA/Living Values Education
- 21 Appeal Meeting – Global IDP Project, NRC
- 22 Workshop on Programme Monitoring at HQ – UNHCR
- 25 Strategic retreat for the Office of the Executive Director – UNAIDS
- 26 Coordination and Response Division retreat – UNHCR
- 28 Armed Conflict Training (TPLP) – UNHCR

## November

- 1 Retreat on Natural Disaster Issues: Creating a Center of Excellence – OCHA
- 10–11 Conference on property issues – Department of International Protection, UNHCR
- 15 Inspector General's Office retreat – UNHCR

- 16 Better Programming Initiative introductory workshop – IFRC
- 17 Humanitarian Information Sharing – Geneva IT Group\*
- 18–19 Louise Arbour, New High Commissioner for Human Rights consultation\*
- 24 Centre for Humanitarian Dialogue's 5th anniversary reception\*
- 26 Governance Support Unit retreat – IFRC

## December

- 2–3 Board meeting\*
- 10 Human rights and conflict resolution meeting\*
- 13 Global Compact Donors Meeting for Senior-level representatives from the capitals – Swiss Agency for Development and Cooperation
- 14 Bureau for Asia and the Pacific Retreat – UNHCR
- 15 Retreat of the Reintegration and Local Settlement Section – UNHCR
- 16 Meeting on the collaboration between the ICRC and the IFRC – ICRC/IFRC
- 17 International Programme Council – Small Arms Survey

\* HD Centre meeting

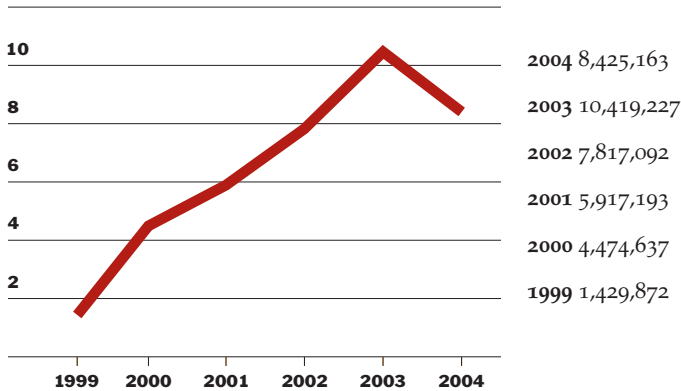


# FINANCIAL STATEMENT

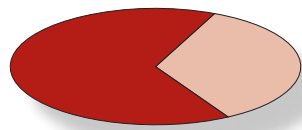
## Income

The total income of the HD Centre in Financial Year (FY) 2004 was CHF 8,425,163. This was 19% less than in FY 2003, primarily because of the attention devoted to reflection on previous work and planning for the future. The decrease also reflects the dependence of the HD Centre's operations on external factors and the impact of rapidly changing political events.

12 million CHF

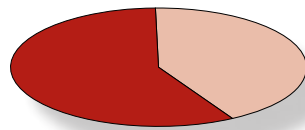


Unearmarked funds, which are crucial to maintaining the HD Centre's flexibility and neutrality, increased from 35% of total income in FY 2003 to 42% in FY 2004, although



Financial Year 2003

- Earmarked 65%  
CHF 6,736,812
- Unearmarked 35%  
CHF 3,682,415

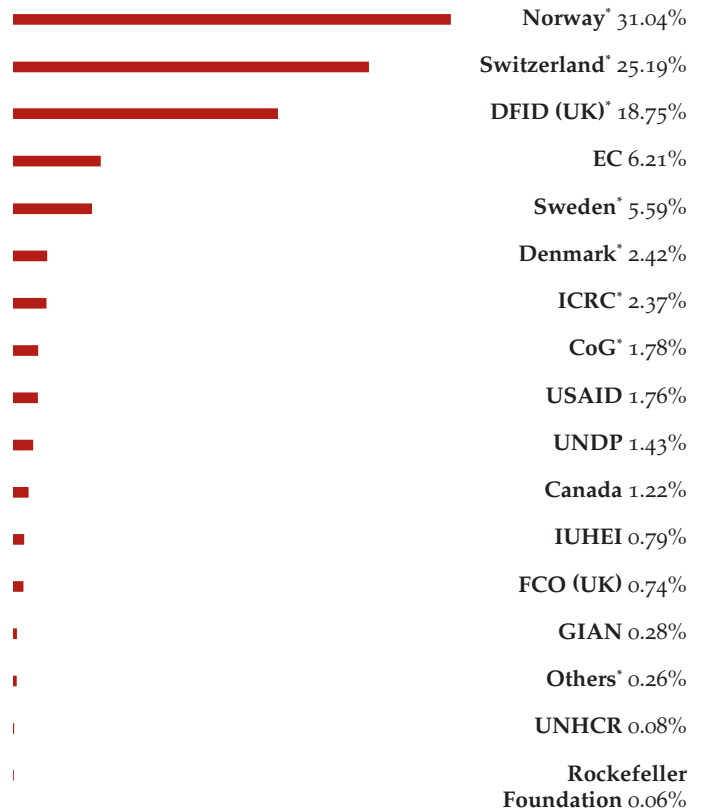


Financial Year 2004

- Earmarked 58%  
CHF 4,862,469
- Unearmarked 42%  
CHF 3,562,694

the actual figure fell by 3%. Earmarked contributions decreased by 28% compared to FY 2003 due to reduced activity in Aceh and Sudan.

Financial contributions were sought and secured from more sources than ever before, in order to diversify the organisation's funding base. Donors include the Governments of Canada, Denmark, Norway, Sweden, Switzerland, the United Kingdom and the United States of America. Other contributors include the City of Geneva (CoG), the European Commission (EC), the Geneva International



Note: \* indicates that figure includes unearmarked funds



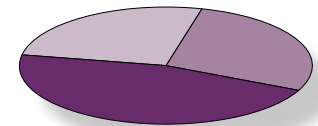
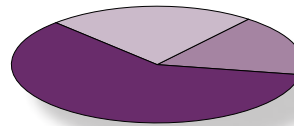
# FINANCIAL STATEMENT

Academic Network (GIAN), the International Committee of the Red Cross (ICRC), the Rockefeller Foundation, the United Nations High Commissioner for Refugees (UNHCR), the United Nations Development Programme (UNDP), and the University of Geneva Graduate Institute of International Studies (IUHEI).

The sum of CHF 7,565,000 received during FY 2004 for the Geneva Initiative is excluded from the above. These funds were disbursed through the HD Centre to the parties and are included in the 2004 Audited Financial Statement (available on request).

## Expenses

Total expenses in FY 2004 amounted to CHF 8,398,628, of which 74% was spent on project activities and 26% on administration. While the latter rose slightly as a proportion, this was due to a reduction in project activities, the total amount spent on core activities fell for the fifth successive year.



Financial Year 2003

- Mediation 60%
- Administration 23%
- Policy 17%

Financial Year 2004

- Mediation 46%
- Administration 26%
- Policy 28%

