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Annual Report 2021 mediation for peace

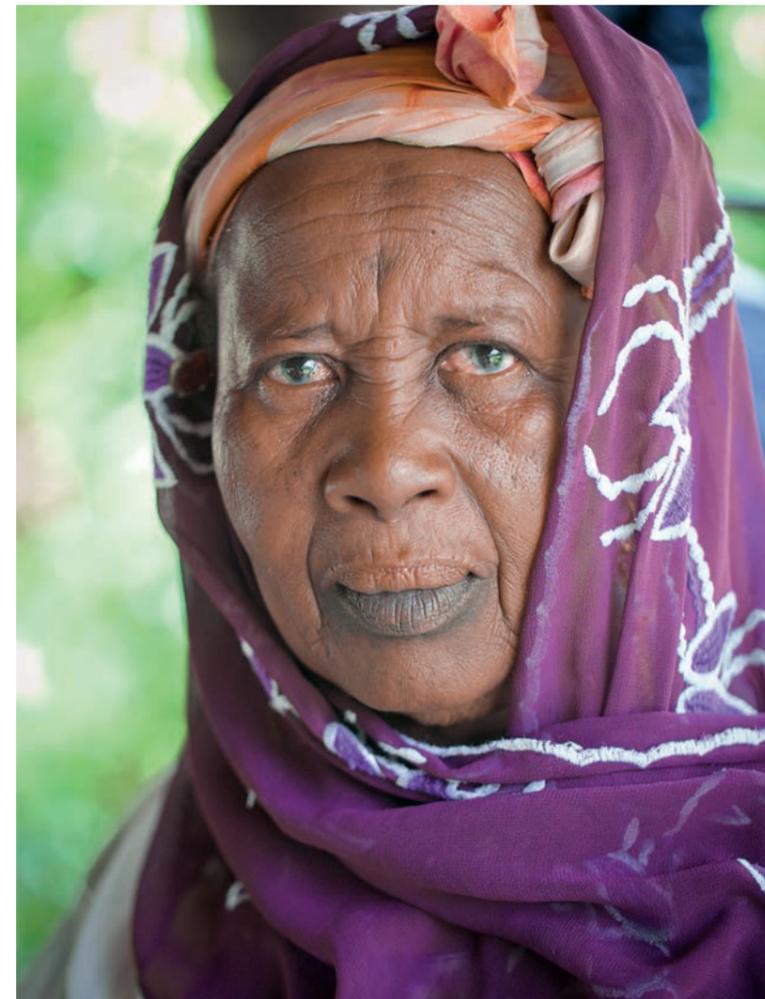
The Centre for Humanitarian Dialogue (HD) is the leading international private diplomacy organisation working to prevent and resolve armed conflicts through dialogue and mediation.

HD's global reach, discreet approach, innovative mediation processes, multi-track methods and extensive networks allow us to work beyond the limits of traditional diplomacy and engage all parties in pursuit of peace.



Photo Credits

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HD Highlights

HD runs multi-track mediation processes across Africa, the Middle East, Eurasia, Asia and Latin America. The map highlights just some of our work in more than 75% of the world's violent conflicts.



Pioneers in peacemaking

For more than 20 years, HD has been instrumental in reducing tensions and achieving peace around the world – including the Aceh separatist conflict in Indonesia, the ETA insurgency in Spain, long-running violence in the southern Philippines and a decade of fighting and turmoil in Libya.

From high level to local level, we bring together governments, armed groups, opposition parties and communities – including women and youth – to help them create sustainable peace and a better future.

With a rigorous, results-driven system of mediation support and analysis, we constantly hone our effectiveness and share our knowledge – including our expertise in digital conflict,

inclusive peace processes, environmental peacemaking and healthcare challenges in volatile areas.

HD is a Swiss-based non-profit acting from principles of humanity, impartiality, neutrality and independence.

Our mediation support and policy team (MESU) provides strategic advice, monitoring, evaluation and information-sharing to ensure we stay accountable and effective within HD and across the peacemaking world.

HD is supervised by an independent board, regularly reports to donors and undergoes financial audits.

1

Libya

HD brokered an immediate ceasefire in August 2020 and an agreement among major Libyan stakeholders to recommit to political talks. This led to a formal ceasefire and UN-brokered political deal with a new interim government, a roadmap for elections and substantial women's representation in the future cabinet.

2

Tunisia

HD facilitated the Charter of Honour for Elections, an agreement between all major political parties in Tunisia that allowed the 2014 elections to proceed peacefully.

3

South China Sea

HD has convened two tracks of dialogue: On preventing violent escalation between coastguards and on avoiding a collapse in fish stocks. These resulted in operational principles to prevent incidents at sea and in scientific consensus on fisheries management between China, Vietnam, Malaysia, Indonesia and the Philippines.

4

Sahel

HD has set up a network of 2,000 mediators across Mali, Niger, Burkina Faso, Mauritania and Chad as the region faces political instability, jihadist attacks and conflict over resources. HD's efforts have led to hundreds of local conflict settlements and reduced jihadist violence.

5

Ukraine

HD has been active in Ukraine since 2014, including dialogue initiatives in Donbas that helped to prevent ecological damage, secure water supplies and enable humanitarian cooperation. Since the war in early 2022, HD has worked to support humanitarian efforts and develop channels for mediation and diplomacy.

6

Spain

For 15 years, HD discreetly and steadily helped to resolve decades of violent conflict in Spain, starting in 2004 with confidential support for talks and ending with the Basque armed group ETA disbanding. ETA's final declaration was made public in a ceremony at HD headquarters in Geneva on May 3, 2018.

7

Philippines

Since 2004, HD has helped efforts to end the conflict in the southern Philippines. HD's initiatives include support for successful peace talks in 2014 and ratification of the law establishing the Bangsamoro Autonomous Region in Muslim Mindanao, along with community dialogue sessions and training of mediators.

8

Nigeria

HD is convening dialogue among various groups to address conflicts over land, scarce resources and political power in Middle Belt states. In 2021, HD secured the first social media peace accord between communities in conflict.

HD in 2021: Peacemaking in perspective

Conflicts grew in number and gravity in 2021 – with the threat of a major war in Europe looming. HD worked at multiple levels on a widening spectrum of challenges ranging from coups, COVID-19 and climate-fuelled violence to digital conflict and rising geopolitical tensions among world powers.

With extensive networks, an impartial approach and discreet diplomacy, HD was active in more than 75% of the world's most dangerous conflicts.

HD's impact in 2021 underscored our commitment to acting where we can add the most value and deliver tangible results for inclusive and sustainable peace. Across the local, regional and geopolitical spectrum, HD achieved more than 20 significant agreements, including:

- Local peace agreements between communities in **Nigeria's** Middle Belt, ending conflicts that had claimed hundreds of lives
- In **Afghanistan**, safe passage was agreed for convoys carrying several hundred people to Kabul airport for evacuation
- Guiding principles agreed by representatives from **Moldova**, Transnistria, **Russia** and the **United States** for negotiating a final settlement of the 30-year Moldova conflict
- A code of conduct endorsed by international experts and taken up by officials from the **United States** and **China** setting guidelines for the use of artificial intelligence in military systems
- Landmark social media accords in **Nigeria** and **Kosovo** designed to curb misinformation and hate speech
- A series of agreements in **Mali** between Fulani and Dogon communities defusing climate-driven conflicts over access to natural resources
- Access for humanitarian assistance in **high-risk areas** ranging from Afghanistan to Central African Republic since the start of the COVID-19 pandemic

HD increased its regional bureaus from six to seven going into 2022, dividing Asian operations between the existing Singapore bureau handling South and Southeast Asia and a new bureau in Beijing focused on Northeast Asia.

With the frontlines of conflict now on social media and in sophisticated cyber and information operations run by state and non-state actors, HD expanded the depth, scope and strength of the Digital Conflict team.

With strategic advice, project support, expanded in-house training and innovative monitoring and evaluation, the Mediation Support team was central to HD's operations, accountability and knowledge-sharing within our teams and the wider world of peacemaking.

Coups, Civil Wars and COVID

HD teams dealt with a year of extreme turbulence across regions even as COVID-19 continued to limit the opportunities to bring conflict parties together. Prominent challenges worked on by HD included:

- Heightened geopolitical tensions between the United States and China and between Russia and the West
- The tectonic shift in Afghanistan as US forces left after 20 years and the Taliban seized control, resulting in economic collapse and a humanitarian disaster
- A military coup in Myanmar that triggered an acute crisis in Southeast Asia
- Five coups in Africa: Chad, Gambia, Sudan and two in Mali
- Civil wars in Ethiopia and Central African Republic





Signing of the landmark social media peace agreement in Nigeria - © HD

Mediation Support

The Mediation Support unit is the nerve centre of HD's strategy, innovation and excellence.

Known as MESU, the team in Geneva ensures that programmes are aligned with HD's peacemaking strategy as it evolves to meet the changing nature of conflicts.

MESU supports initiatives around the world with project design, planning, training and technical advice – plus sector-leading monitoring and evaluation – to keep HD accountable and effective.

HD's strategy spells out these priorities:

- Multi-level engagements with local, national and regional networks and tracks
- Inter-state engagements supporting states to manage regional or bilateral disputes and prevent escalation
- Local engagements with communities and local actors to resolve conflicts at ground level
- Engagements relying on thematic expertise including social media and cyber warfare, humanitarian mediation, gender-inclusive process design, environmental peacemaking and the impact of transnational crime on peacemaking

HD's approach to quality assurance supports teams and senior management to make better decisions and to draw lessons for their future work through peer reviews, tailored evaluations and demonstrating value by reporting and validating results.

To ensure HD contributes to the wider peacemaking world, MESU organises The Oslo Forum headline event for mediators with the Norwegian government, represents HD in international forums and publishes the flagship Mediation Practice Series and other reports with real-world insights on making peace.

To enhance HD's perspective and effectiveness, MESU builds relationships with a wide range of experts and institutions across the mediation, diplomacy, humanitarian and academic communities.

In 2021, MESU continued to push the boundaries of the mediation sector. We hosted and advanced sector-wide discussions on fit-for-purpose peacemaking monitoring and evaluation and provided mediation teams with adaptive tools to ensure the effectiveness of our operations.

On the learning side, MESU developed a series of online events in 2021 for HD staff to exchange insights on the key trends affecting mediation practice – underpinned by the "Mediation Basics and the HD Way" training course that serves as a refresher on core mediation skills and as a platform for HD's evolving approach to peacemaking.

Digital Conflict

Social media is potent – as a toxic threat to stability and peacemaking and as a powerful tool to counter misinformation and connect communities. The sophisticated cyber and information operations run by state and non-state actors compound geopolitical complexity and risk.

HD's Digital Conflict team is the bridge between these modern realities and traditional mediation.

From social media accords to multilateral engagement with policymakers, experts, conflict parties, mediators and technology platforms, HD is making peace in the digital age.

In 2021, HD's social media and conflict mediation programme supported projects in various regions, helped to develop codes of conduct for responsible online behaviour during elections in Kosovo and brokered a landmark social media peace agreement among three communities in Nigeria's Plateau State to limit inflammatory content that has fuelled a deadly ethno-religious conflict.

To support the social media programme, an experts group is helping HD to drive innovative thinking and foster collaboration. With backgrounds in government, academia, peacemaking, technology and mediation, the experts are committed to sharing resources to improve understanding of social media's effects on peace processes.

HD's cyber programme includes tracks of bilateral and regional dialogue that draw on and feed into broader multilateral initiatives to create a global framework for cyber stability. In the past year, HD engaged with a range of Western and non-Western countries possessing advanced cyber offensive capabilities to develop a range of confidence-building measures.

The Oslo Forum

The Oslo Forum, co-hosted by HD and the Norwegian Ministry of Foreign Affairs, is a headline event for the international mediation and peacemaking community to reflect on current practices, work on new approaches and advance their negotiations.

Born in 2003 from a modest meeting of mediators, the annual gathering has grown to become the pre-eminent mediation retreat. It has hosted many distinguished guests, including Jimmy Carter, Kofi Annan, Federica Mogherini, John Kerry, Mohammad Javad Zarif, Juan Manuel Santos, Fatou Bensouda, Retno Marsudi, Thabo Mbeki, Martti Ahtisaari and Catherine Ashton.

The Oslo Forum returns as an in-person event in 2022 after being postponed twice by the pandemic. To foster informed and open dialogue, all discussions are confidential and take place under the Chatham House Rule.

To share knowledge about mediation and peacemaking, The Oslo Forum team also produces The Mediator's Studio podcast series and publishes a variety of guidance, research and thought leadership on the practice of conflict mediation.

Returning for its fourth season in late 2022, The Mediator's Studio takes listeners behind the scenes with exceptional stories, context and insights from a diverse range of prominent peacemakers. The podcast is hosted by Adam Cooper, director of HD's Digital Conflict programme.



→ osloforum.org

Thematic expertise and mediation

To create sustainable peace, HD has been expanding mediation expertise around the environmental, inclusion, criminal and humanitarian factors that intensify and complicate many conflicts in all regions.

Environment and climate

As climate change and environmental degradation increasingly fuel violent conflicts, HD launched an Environmental Peacemaking Initiative in February 2021 to integrate these issues more effectively into mediation practice and to maximise our potential to create outcomes that are positive for peace and the environment.

Building on our long experience running a joint ecological dialogue process in parts of Eastern Europe, HD kick-started a regional initiative involving cooperation on ecological challenges across the region's conflict lines.

In Africa, HD's network of agro-pastoral mediators in the Sahel resolved more than 1,000 micro-conflicts last year over access to natural resources and seasonal grazing routes. To share the insights of the mediators, HD highlighted their work in a public report and series of videos. HD also carried out a scoping exercise in Nigeria as part of efforts to develop and test local resource-sharing agreements.

HD assessed climate change and conflict dynamics in Thailand and China to inform the design of a dialogue process among policymakers and scientific experts from the Greater Mekong sub-region. In the Middle East, HD has started assessing how climate change and environmental issues can be brought into security dialogue to bring together divided communities and contribute to reconciliation and recovery.

To help HD teams, MESU develops, shares and deploys expertise on incorporating environmental and climate issues into peacemaking processes. HD also collaborates with a network of climate and environmental experts who provide technical advice to our teams and we engage in wider policy discussions to ensure HD's practical experience helps shape future policies.

Gender and inclusion

Designing mediation processes that include women, youth, civil society and marginalised groups is one of HD's institutional priorities to achieve enduring peace.

HD's gender and inclusion team within MESU supports colleagues with training, resources, technical advice and seed funds for gender analysis and inclusive programming. A group of experts helps to develop strategies and design processes.

In 2021, HD's publishing had a broad gender and inclusion focus – including “Gender-inclusive Peacemaking” by Cate Buchanan as part of HD's flagship Mediation Practice Series, “Towards gender-equal peace: From ‘counting women’ to meaningful participation” by Agnieszka Fal-Dutra Santos and “Band of Sisters: Six Strategies for Women in Peacemaking” by Dini Djalal.

The team also advised colleagues across Africa, the Middle East, Eurasia and Asia on strategic and technical approaches to inclusive mediation.

Throughout the COVID-19 pandemic – in high-risk environments ranging from Afghanistan to Central African Republic – HD has leveraged networks of contacts to ensure aid agencies can deliver supplies and vaccines to communities in need.

Organised crime

In many areas where HD is active, organised crime and criminal agendas are driving conflict and undermining peace processes.

As awareness grows in the mediation community that peace settlements will not prosper in these situations, HD's organised crime and peacemaking programme helps our teams to understand the impact of criminality and illicit economies on their work and to design operational responses that strengthen peace and stability.

For example, in response to allegations of corruption that nearly ruined formation of the Libyan National Government in 2020, HD ran a dialogue in 2021 with the Libyan Anti-Corruption Task Force to identify ways that anti-corruption and peace actors could work more closely together on Libya's transition.

Humanitarian Mediation

HD plays a unique role in humanitarian mediation and engagement with our ability to connect with armed groups and communities in conflict zones that are often beyond the reach of conventional diplomacy.

In Afghanistan, HD reacted quickly to the Taliban takeover by presenting options to major donor countries for maintaining critical public services and avoiding a humanitarian catastrophe.

Throughout the COVID-19 pandemic – in high-risk environments ranging from Afghanistan to Central African Republic – HD has leveraged networks of contacts to ensure aid agencies can deliver supplies and vaccines to communities in need.

Alongside efforts to contain the pandemic, HD maintained existing projects to support vaccination against polio and other diseases in high-risk areas.



Afghan evacuees, who left their country after the Taliban takeover, arrive at Pristina International Airport in Kosovo - © EPA-EFE Valdrin Xhemaj

Francophone Africa

Escalating insurgencies, a wave of coups and the intrusion of geopolitical tensions left little room for conflict resolution across the Sahel. HD consulted governments on the viability of engaging jihadist movements in peace talks and, by focusing on conflict management and preventing violence at the local level, HD proved able to create pockets of progress for communities affected by conflict.

HD continued to build networks of mediators to resolve conflicts over natural resources aggravated by climate change and the presence of armed groups. HD supports more than 2,000 agro-pastoral mediators in 22 intervention regions across the G5 Sahel states of **Chad, Mali, Burkina Faso, Niger and Mauritania**. In 2021, they settled hundreds of micro-conflicts between farmers and pastoralists and returned hundreds of cattle to their owners.

HD brokered local agreements in Chad, Mali and Burkina Faso over management of resources and demarcated hundreds of kilometres of corridors for safe movement of cattle. Cross-border meetings arranged by HD in the G5 Sahel countries enabled networks to share information and experiences, increasing their effectiveness in conducting mediation.

Across Francophone Africa, HD mediated 20 local peace agreements and supported the implementation of 21 existing ones.

Turmoil in **Mali**, including its second coup in less than a year in May 2021 and spiralling jihadist violence, stalled any progress towards reviving the 2015 Algiers peace accord and stabilising central provinces. HD continued to work on strengthening security management frameworks.

Still, agreements signed in central Mali in 2021 allowed the return of more than 25,000 people to their communities and the reopening of 52 schools. HD also consulted extensively with community leaders, women and youth groups and supported a network of 300 religious leaders across central and northern Mali in conflict resolution efforts.

Pursuing the mandate given by Burkina Faso, Mali and Niger to reduce conflict in the tri-border area, HD built up contacts between the governments and local communities to increase cooperation in conflict prevention.

In **Niger**, under a mandate from the Haute Autorité à la Consolidation de la Paix, HD supported a plan for stabilisation of the Diffa region bordering Nigeria that has suffered severely from Boko Haram attacks. HD's work concentrates on helping communal peace committees and authorities ease tensions and conduct local transitional justice processes for the return and reintegration of former rebel fighters.



Community dialogue in Chad - © HD

HD is also active in **Togo**, building capacity to counter a spillover of jihadist violence from across its border with Burkina Faso. HD engaged with communities to ensure local disputes do not flare into conflicts threatening national stability, mediated agreements ending a number of local disputes, trained community leaders on agro-pastoral issues, started a network of mediators and mapped cross-border movements of nomadic herdsmen to better identify conflict dynamics.

In contrast to much of the region, **Senegal** made significant progress on ending Africa's oldest insurgency when meetings facilitated by HD between the government and three factions in the southern front of the Mouvement des Forces Démocratiques pour la Casamance produced an agreement on an ambitious roadmap towards peace, including a permanent ceasefire.

Efforts to mediate between the government of **Cameroon** and dozens of groups supporting independence for its two Anglophone regions faced greater obstacles. HD has established regular dialogue with leaders from the main independence camps to support a Swiss-led initiative for negotiations but shifted the emphasis to conflict management and de-escalating violence. Influential women have been included in those mediation efforts to strengthen the dynamic.

Central African Republic fell back into outright civil war, leaving little room to advance HD's support for international efforts to end years of bloody turmoil. Despite the resumption of violence, HD shuttled between the government and armed groups to try to build support for the 2019 Political Agreement for Peace and Reconciliation.

HD also continued support for a transitional justice process and, even in the volatile environment, was able to mediate a number of agro-pastoral conflicts. At the request of the European Union, HD got involved in the preparation of a national dialogue that aims to reinvigorate the peace process.

HD supports more than 2,000 agro-pastoral mediators in 22 intervention regions across the G5 Sahel states of Chad, Mali, Burkina Faso, Niger and Mauritania

Anglophone & Lusophone Africa

As conflict in **Ethiopia's** Tigray region escalated into full-scale civil war, HD approached former Nigerian President Olusegun Obasanjo to launch a Track 1 mediation initiative between the government and the Tigrayan People's Liberation Front (TPLF).

HD provided analysis and strategic advice. After Obasanjo became the African Union's special envoy for the Horn of Africa and lead mediator in the crisis, HD continued to facilitate access to the TPLF.

Before the eruption of the Tigray conflict, HD had worked with the Inter-Religious Council of Ethiopia on defusing explosive tensions in the Oromia region. In 2021, HD mapped the conflict in Oromia and, with the council, created four peace committees that started dialogue aimed at reducing communal tensions.

At the request of the Ministry of Peace, HD submitted a proposal to support preparation of an inclusive national dialogue in Ethiopia.

A spike in tensions over delayed elections in neighbouring **Somalia** threatened to tip the country into civil war, opening opportunities for al-Shabaab militants to step up attacks. HD's support revolved around efforts by the prime minister to hold elections and dialogue to improve relationships between the federal government and the federal member states.

The efforts helped to address short-term issues in the federal states of Jubaland and Hirshabelle, where HD undertook community dialogue and mediation processes to manage tensions between rival clans over election disputes. The channels of dialogue also identified long-term reconciliation needs at the local and national levels for follow-up after the elections.

HD maintained watching briefs in the electoral hotspots of Puntland, Galmudug and South West and convened two roundtable meetings with international stakeholders to share analysis and explore responses to the electoral crisis.



The Ethiopian National Defence Force conducts exercises during a military parade in Addis Ababa - © EPA-EFE

In **Mozambique**, military power in Cabo Delgado was at a high point, leading to broad consensus that some measure of dialogue between the government and the insurgents was needed to achieve any sort of durable peace. HD supported efforts to establish an inter-faith dialogue process in the north and deepened understanding of the political, religious and ethnic nuances of the conflict through a series of webinars with Mozambican and regional experts.

A military coup in **Sudan** in October derailed a two-year transition to democracy after the ouster of President Omer al-Bashir. Before the coup, HD had provided mediation support to the transitional government, with a focus on bridging the gap between central authorities and outlying regions.

HD also advised on implementation of the Juba Peace Agreement and convened a series of town hall meetings in eastern Gedarf, Kassala and Red Sea states that attracted widespread participation.

Implementation of the Revitalized Agreement for the Resolution of Conflict in **South Sudan** remained fragile and uneven. While conflict between national level leaders eased, military campaigns continued in the states.

HD kept its focus on promoting dialogue to improve the humanitarian situation in southern Equatoria and Yei River states. HD conducted field research in Equatoria and in central Jonglei, Upper Nile State and northern Bahr el Ghazal to map the shifting dynamics of conflict and socio-economic conditions.

HD brought together representatives of government, the military and aid organisations for a high-level dialogue in Dar es Salaam on plans to address humanitarian needs. With Reconcile International, HD organised dialogue sessions with local military and community leaders, women and civil society groups to strengthen civilian-military contacts and relationships.

Nigeria's Middle Belt states have suffered increasing conflict over natural resources in recent years, stoking ethno-religious tensions and resulting in further bloodshed. Peace management networks established with HD's support have proved effective in helping to curb the violence.

In 2021, HD focused efforts in Benue State, starting inter-communal dialogue with 10 communities to lower farmer-herder tensions. To reinforce the initiative, HD set up a

network of peace monitors and enlisted support for dialogue from the Benue State Women's Steering Committee, underscoring the crucial role women have played in countering violence in the Middle Belt.

As part of our efforts to limit online hostilities in conflict zones, HD brokered a landmark social media peace agreement in July among three ethnic groups in the Bassa local government area of Plateau state. The accord commits delegates to reducing harmful behaviour online and serving as ambassadors to promote better online conduct, peaceful co-existence and tolerance among the three communities.

In the northeastern states of Borno and Yobe, HD engaged with a range of government officials, religious leaders, militias, vigilante groups, women and youth to foster greater social cohesion in communities threatened by Boko Haram attacks and acute socio-economic hardship.

HD continued to promote an "alternative narrative" designed to counter Boko Haram's extremist propaganda, organising workshops and community sessions in collaboration with the Women in Dialogue group and the Borno Champions for Peace.

Middle East & North Africa

Remarkably, after a decade of brutal turmoil in **Libya**, no one was killed in conflict in 2021 and a national unity government was formed – attesting to the strength of the ceasefire and the agreement on a political roadmap brokered with significant HD support in 2020.

But as peace looked increasingly fragile and the environment more volatile, HD convened meetings with key actors from all parts of the country to build a consensual legal basis for credible elections.

In September, HD hosted an all-Libyan meeting in Switzerland to identify steps to preserve and implement the political roadmap. While the parties agreed that holding presidential and parliamentary simultaneously was the only possible way forward, other differences made it impossible to hold elections in December as foreseen. Since then, HD has mediated between parties to produce a new arrangement and timeframe for elections.

HD explored avenues for political dialogue in **Tunisia** after President Kais Saied's dismissal of the government and suspension of parliament in July. HD shuttled among the major political parties, preparing the ground for political dialogue when circumstances permitted.

The conflict in **Syria** continued at a low intensity but clashes between armed groups – combined with killings and abductions and economic desperation – maintained the threat of a further collapse of the country and relapse into fighting.

In response, HD worked to prevent military escalation between the Kurds and Turkey, supported initiatives to lower tensions between Kurdish authorities and Arab communities in the northeast (including preparation of a women-led mediation track) and facilitated humanitarian aid access to ease hardship facing 3 million people in the northwest.

In a pilot environmental peacemaking initiative, HD began assessing how to engage local authorities and communities in Syria on the clearance of landmines and munitions to return land to productive use.

In **Lebanon**, HD created a platform for dialogue with a wide range of political stakeholders, civil society groups and emerging actors to tackle social tensions fuelled by economic collapse and anger over the state of governance.

HD convened local consultations on implementing the National Anti-corruption Plan, eight rounds of dialogue in each of Lebanon's eight governorates to tap grassroots viewpoints on strengthening local governance and held dozens of meetings with policymakers and influential actors on narrowing sectarianism.

HD also pursued a separate track on maritime border issues. These discussions helped to develop a common Lebanese position leading to an announcement of resumption of indirect talks between Lebanon and Israel to resolve the issues.

HD worked similarly at national and local levels in **Iraq** to address sources of conflict related to regional security tensions and governance issues. Our team shuttled between Shia militias and the US administration, helping to avert an eruption of conflict in the middle of the year and ease militia pressure on Baghdad authorities.

HD also set up several rounds of dialogue between the prime minister's office, security forces and tribal leaders in governorates such as Anbar once heavily infiltrated by Islamic State fighters, addressing local grievances and facilitating the return of several hundred displaced families.

In northwestern Ninewa governorate, HD focused on fostering dialogue among a complex patchwork of Arab, Yazidi and Kurdish interests to de-escalate tensions by addressing governance and services in local communities.

In **Yemen**, intense fighting between the Ansar Allah movement and the internationally recognised government meant HD focused on de-escalating and mediating conflicts at local and provincial levels in key governorates. HD met the main conflict parties, tribal leaders, civil society groups and women leaders to work on local agreements that could complement and support the UN-led peace initiative.

HD became the first international mediation team to enter Taiz, which for years was the scene of fierce fighting, enabling us to support UN efforts to develop ceasefire mechanisms. HD was also able to map the complex dynamics in southern governorates, an essential first step in resolving the many layers of conflict and stabilising the areas.

HD hosted an all-Libyan meeting in Switzerland to identify steps to preserve and implement the roadmap. Since then, HD has mediated among parties to produce a new timeframe for elections



Pro-Russian fighters from the self-proclaimed Donetsk People's Republic attend a tactical exercise - © EPA-EFE Dave Mustaine

Eurasia

HD has been active in Ukraine since 2014 but a sharp deterioration between **Ukraine** and **Russia** in 2021 checked the progress of HD's efforts to promote steps towards sustainable peace. Still, HD's extensive local, regional and global networks kept channels open.

Contacts on all sides continued to convene experts and officials to avert a conflict, strengthen European security throughout the region and lessen consequences from the conflict in Donbas, including cooperation to prevent ecological disasters.

HD was uniquely positioned to support diplomatic and humanitarian initiatives when war did erupt.

In the region, escalating hostility between Russia and the West overshadowed talks between **Moldova** and the breakaway territory of Transnistria that had appeared to be making progress. An election in Moldova brought renewed hope. HD maintained dialogue with contacts and prepared for the next steps towards a final settlement.

HD consulted various parties on possible approaches to de-escalating tensions between **Azerbaijan** and **Armenia** over Nagorno-Karabakh. HD also started up a local intra-Armenian dialogue to help the country forge a new path in the region with its neighbour.

Mediation between **Kosovo** and **Serbia** had a challenging year as leaders on both sides faced elections. Tensions escalated after the new government in Kosovo claimed sovereignty equal to Serbia, leading to violent demonstrations.

HD supported an EU-led process of talks and helped the new Kosovo government to prepare for dialogue and engagement with the minority Serb community. HD also promoted a set of norms to guide social media use in political communications to curb inflammatory rhetoric and hate speech.

Asia

A new administration in Washington did not bring any easing of tensions between **China** and the **United States**. Hardening ideological positions on both sides and a renewed US focus on building Asia-Pacific military alliances increased the risks of military mishaps or worse.

HD's multi-track channels and initiatives proved useful in seeking to avoid escalation and confrontation – both physical and digital.

After two years of consulting officials and experts from the US, China and the international community on artificial intelligence (AI) in military systems, HD produced a Code of Conduct in 2021 that set out principles for regulating the design, deployment, use and post-use of systems with significant AI components.

HD's efforts to reduce the risks of accidental or intentional AI use have been recognised by various international actors. HD also hosts a monthly workshop on confidence-building measures with experts with a military background.

HD facilitated dialogue on maritime crisis management to address risks in the Western Pacific and convened experts from China, the US and the UN for discussions on the implications of Afghanistan's regime change for regional stability. With Russia's Institute of Oriental Studies, HD co-hosted a second track of discussions that brought together 20 experts from 10 countries, including China, in a platform for continuing regional deliberations.

HD initiated discussions between experts from Europe and China to reduce the risks that deteriorating relations could worsen geopolitical tensions and threaten global stability. The dialogue sessions convened so far have a specific focus on the war in Ukraine, aiming at identifying areas of collaboration between Europe and China on stabilising the situation, working towards a ceasefire, coping with the global impact and facilitating a longer-term peace process.

Discussions on a Code of Conduct for the **South China Sea** to curb risks of clashes between China and Southeast Asian neighbours made little headway in 2021.

While waiting for progress, HD has taken other steps to defuse tension – including tracks of dialogue to avert escalation between coastguards and to avoid a collapse in fish stocks. These discussions strengthened operational principles to prevent incidents at sea and in scientific consensus on fisheries management between China, Vietnam, Malaysia, Indonesia and the Philippines.

HD initiated dialogue among Asian experts on the **Korean Peninsula** to look beyond deadlocked issues of nuclear disarmament and explore wider questions of human security.



Citizen assembly session in Mindanao in the southern Philippines - © HD

The officials and academics assessed past engagements with North Korea and explored a range of options for dialogue with Pyongyang, including a gender perspective.

The military coup in **Myanmar** in February 2021 created the region's worst crisis in decades. Escalating into war between the Tatmadaw (armed forces) and the opposition National Unity Government loosely allied with some ethnic armed groups, the conflict quickly spilled into regional geopolitics.

Through channels from HD's long engagement in Myanmar, our teams remained in active contact with all parties, provided analysis and began working on securing humanitarian access in conflict areas along the border with Thailand.

In **Thailand**, HD broadened engagements with various stakeholders to prevent street violence and create a conducive environment to reduce online misinformation and polarising rhetoric.

In the **Philippines**, HD remained deeply engaged in supporting the peace process on the southern island of Mindanao. The 2019 creation of the Bangsamoro Autonomous Region in Muslim Mindanao has curbed confrontation between government forces and the Moro Islamic Liberation Front

(MILF) but peace remains vulnerable to chronic local violence and volatile relations.

To strengthen Bangsamoro communities, HD ran five citizen assemblies in 2021 to help the regional government understand people's views about post-COVID economic recovery. In a new approach to consultation, the assemblies were the first time HD used the random selection of participants to better reflect the aspirations of the diverse community in the peace process.

HD also continued to help strengthen ties between the MILF and the Moro National Liberation Front. Our teams worked with local mediators to resolve clan conflicts and use social media to engage women and youth in dialogue over local grievances.

Working with The Asia Foundation, HD mobilised support for women-led businesses in Sulu, building the economic dividends from peace for local communities.

In 2022, HD split Asian operations in two – the Northeast Asia region and the South and Southeast Asia region – to better assess and address the vast continent's array of tensions, conflicts and opportunities for mediation and peacemaking.

Latin America

In the absence of a political solution, **Venezuela** needs initiatives to mitigate the humanitarian impact on the people. Within HD's COVID-19 Global Response Initiative launched in 2020, we have pursued an effort to develop an experts group representing key political actors and convened under the auspices of the Inter-Religious Social Forum of Venezuela.

The project offers the conflict parties an apolitical mechanism to propose solutions to the health emergency, with a pilot exercise establishing a legal and verifiable channel for humanitarian aid. With emphasis on joint responsibility and accountability among health personnel on opposite sides of the political spectrum, the initiative shows that a divergence of views can be used constructively for joint action to address the crisis at the ground level.

In parallel, gender-based violence is another identified area for HD's engagement. The effort has focused on creating a forum for dialogue for national gender organisations with various political and ideological orientations. It is designed to encourage unity among women by developing common priorities and joint projects, which will start with issues related to human trafficking.

In **Colombia**, five years have passed since peace accords were signed between the government and the FARC (Fuerzas Armadas Revolucionarias de Colombia). Implementation faces major challenges in areas such as land reform, financial support and security guarantees for reintegrating ex-combatants.

The situation has deteriorated significantly in areas vacated by the FARC, where new forms of violence have emerged involving dissident groups, the armed group ELN (Ejército de Liberación Nacional), paramilitaries and other armed actors over control of territory and access to international routes for drug trafficking.

HD has focused on building the capacity of former combatants to help them launch dialogue to improve co-existence within communities and soothe grievances as a result of the 60-year conflict. The efforts are in parallel with a Peace Dividend Initiative project to create an environment for a joint economic effort benefitting all parties.

HD closely monitored developments in **Nicaragua**, where the political context – dominated by presidential elections in November – offered no space for international engagement.

In **Costa Rica**, HD provided mediation support to an initiative of inclusive social dialogue run by the president's office. The Economic and Social Advisory Council (Consejo Consultivo Económico y Social) is designed as a space for dialogue and consensus building across society on socio-economic challenges and as a way to inform public programmes and policies to address them.

The HD Board

HD is supervised by an independent Board that sets the mission and general policy of the non-profit foundation and provides oversight of the organisation's peacemaking programmes.

Ambassador Pierre Vimont of France was elected Chairman of the Board in late 2021 after Espen Barth Eide departed for his new role as Norway's Minister for Climate and the Environment.

The Board meets twice a year and, as part of its oversight function, has three committees: Audit and Finance, Operations and Governance, previously called Nominations. Members sit on a voluntary, unpaid and private basis.

Dr Jakob Kellenberger departed in 2021 after nine years of tremendous service. The Board welcomed new members Marietje Schaake and Andrienne d'Arenberg, who also became Chair of the Governance Committee.

Sadly, HD mourned the passing of Ambassador Herman Schaper of the Netherlands in late 2021. He served on the Board from 2015 to 2019 and HD will always be grateful for his exceptional guidance as a diplomat, scholar and humanitarian.



Ambassador Pierre Vimont
Chairman of the Board

- Senior Associate at Carnegie Europe
- Executive Secretary-General of the EU's European External Action Service (2010 to 2015)
- Career in the French diplomatic service for 38 years
- Holds the title of Ambassador of France, bestowed for life, and also a Knight of the French National Order of Merit
- Joined HD's Board in 2015. Chair (2016 to 2019) and from late 2021



Sarah F. Cliffe
Vice-Chair of the Board and Chair of the Operations Committee

- Director of the Center on International Cooperation at the University of New York
- Former Special Representative for the World Bank's World Development Report on Conflict, Security and Development and Special Advisor and Assistant Secretary-General of Civilian Capacities to the United Nations
- Has worked for 25 years in countries emerging from conflict and in political transition
- Joined HD's Board in 2015



Armin Slotta
Chair of the Audit and Finance Committee

- More than 30 years with PricewaterhouseCoopers (PwC) working with multinational organisations and companies, advising leaders and managers worldwide
- Managed PwC Germany's innovation programme and foreign business network (2015 to 2017) and was a member of PwC Germany's assurance leadership team until 2015
- Joined HD's Board in 2018



Neil Janin
Chair of the Nominations Committee

- Director emeritus of McKinsey & Company. Now advises senior executives on strategy and leadership
- Chairman of the Board of the Bank of Georgia and member of the Board of Ipsos SA and a number of non-profit organisations
- Joined HD's Board in 2013



Andrienne d'Arenberg
Chair of the Governance Committee

- Executive in residence at Oxford Saïd Business School, helping to build its programme on responsible ownership and corporate purpose
- Former head of the World Economic Forum Family Business Community
- Sits on the boards of several institutions active in current affairs and contributes to events featuring leading political and business thinkers
- Former private banker and partner at a consultancy firm in Geneva
- Joined HD's Board in 2021



Dr Dewi Fortuna Anwar

Board Member

- Research professor at the Indonesian Institute of Sciences. Deputy Chairman for Social Sciences and Humanities (2001 to 2010)
- Member of the Indonesian Academy of Sciences and Vice-Chair of The Habibie Center
- Deputy Secretary for Political Affairs to Indonesian Vice President Boediono (2010 to 2017) then deputy for government policy support to Vice President Jusuf Kalla
- Joined HD's Board in 2019



Ambassador Karl Eikenberry

Board Member

- Faculty member of Schwarzman College at Tsinghua University and non-resident fellow at the Liechtenstein Institute on Self Determination
- Director of the U.S.-Asia Security Initiative at the Shorenstein Asia-Pacific Research Center (2011 to 2019) and faculty at the Freeman Spogli Institute for International Studies, the Center on Democracy, Development and the Rule of Law, the Center for International Security Cooperation and the Europe Center
- U.S. Ambassador to Afghanistan (2009 to 2011) after a 35-year military career
- Joined HD's Board in 2020



Grace Forrest

Board Member

- Founder of Walk Free, an international human rights group focused on the eradication of modern slavery
- Represents Walk Free at international forums and has worked extensively in Southeast Asia and the Middle East, using photography and storytelling to share the experiences of survivors of slavery
- Director of the Minderoo Foundation
- Joined HD's Board in 2017



Dr 'Funmi Olonisakin

Board Member

- Vice-President and Vice-Principal International of King's College London. Director of the Conflict, Security and Development Group (2003 to 2013)
- Founder and former Director of the African Leadership Centre
- Previously with the Office of the UN Special Representative on Children and Armed Conflict
- Member of the expert groups on the review of UN peacebuilding architecture and the UN progress study on youth, peace and security
- Joined HD's Board in 2013



Ameerah Haq

Board Member

- Nearly 40 years of United Nations experience, including 19 years in the field
- Former Vice-Chair of the UN's High-Level Independent Panel on Peace Operations and UN Undersecretary-General for Field Support
- Former Special Representative in the UN mission in Timor Leste, Deputy Special Representative and UN Resident Coordinator in Sudan and Afghanistan and Resident Coordinator in Malaysia and Laos. Also held senior positions in the UN Development Programme
- Joined HD's Board in 2015



Margot Wallström

Board Member

- Swedish Deputy Prime Minister and Minister for Foreign Affairs (2014 to 2019) and three other ministerial posts (1988 to 1998)
- UN Special Representative on Sexual Violence in Conflict (2010 to 2012), first Vice-President of the European Commission (2004 to 2010) and European Commissioner for the Environment (1999 to 2004)
- Worked for Worldview Global Media in Sri Lanka before becoming EU Commissioner
- Joined HD's Board in 2020



Dr Joanne Liu

Board Member

- Associate Professor of Medicine at the University of Montreal and Professor of Clinical Medicine at McGill University
- International President of Médecins Sans Frontières (2013 to 2019)
- Operational work includes dozens of medical-humanitarian field assignments, introducing comprehensive care for survivors of sexual violence and developing a telemedicine platform to connect rural doctors with specialists worldwide
- Joined HD's Board in 2019



Marietje Schaake

Board Member

- International Policy Director at Stanford University's Cyber Policy Center, policy fellow at Stanford's Institute for Human-Centered Artificial Intelligence and President of the CyberPeace Institute
- Member of the Real Facebook Oversight Board
- Member of HD's experts group on peacemaking in the digital age
- Member of the European Parliament (2009 to 2019)
- Joined HD's Board in 2021



Dr Javier Solana

Honorary President

- Secretary-General of the Council of the European Union and High Representative for the EU's Common Foreign and Security Policy (1999 to 2009)
- Secretary-General of NATO (1995 to 1999) and Spain's Minister for Foreign Affairs (1992 to 1995)
- President of the Esade Center for Global Economy and Geopolitics, distinguished fellow in foreign policy at the Brookings Institution, Chairman of the Aspen Institute in Spain, senior fellow at the Hertie School of Governance and visiting professor at the London School of Economics



Andrew Forrest

Global Patron

- One of Australia's most active philanthropists as Chair of the Fortescue Metals Group and Chairman and co-founder of the Minderoo Foundation
- Passionate about ocean conservation. Holds a PhD in marine ecology
- Named as a patron of nature in 2019 by the International Union for Conservation of Nature
- Member of the UN Environment Programme Scientific Advisory Committee on the assessment of marine litter and microplastics

Investing in peace

Income rose 18% to 46 million Swiss francs in 2021 – the best year in HD history.

Reflecting the **substantial and lasting investment** needed to make peace, HD's project expenses rose 24% from a year earlier with the launch of new initiatives, the expansion of existing mediation processes and the hiring of more staff in dozens of the world's most difficult conflict areas.

Over the last two decades, funding has come from an increasingly diverse range of donors who see the value and effectiveness of HD's private diplomacy and mediation model built on independence, impartiality, discretion, innovation and constant evaluation.

Alongside inaugural donors such as Switzerland, Norway and Sweden, HD's key supporters now include Germany, the Netherlands, Canada, Denmark, the UK, Australia, Ireland and others, along with the multilateral bodies of the European Union and the United Nations. HD also gets funding from a number of private foundations.

Continued support from existing donors – along with new funding from philanthropic organisations – will be vital to the growth and success of HD's initiatives in an uncertain world where the effectiveness of traditional diplomacy has struggled to keep pace.

As a non-profit organisation based in Switzerland, HD receives strategic support and targeted project funding that are both fundamental to our operations. To maintain integrity and accountability, HD updates donors regularly on project progress and undergoes independent financial audits every year.

Strategic support helps to safeguard HD's independence, improve operational effectiveness and drive innovation. The flexible funding also allows HD to respond rapidly to emerging conflicts and new opportunities.

Targeted project funding, which makes up the majority of donor support, enables HD to run a global and diverse portfolio of initiatives. In 2021, HD worked on more than 75% of the most violent and fragmented conflicts in Africa, the Middle East, Eurasia, Asia and Latin America.

HD is grateful to all those who have contributed to our work since 1999. We are equally grateful to the City of Geneva for providing Villa Plantamour as HD's headquarters and an exceptional, discreet setting to lead our global peacemaking efforts.

HD welcomes interest from government agencies and private foundations in helping HD to build a better future with comprehensive, inclusive peace agreements that reduce the human suffering caused by war and create the conditions for stability and development for many millions of people.

Stay up to date on HD's insights and activities
→ hdcentre.org

| <i>Balance Sheet</i> | <i>CHF / 31.12.2021</i> | <i>CHF / 31.12.2020</i> |
|-------------------------------------|-------------------------|-------------------------|
| Current assets | 36 401 345 | 43 815 256 |
| Non-current assets | 3 989 016 | 9 325 400 |
| Total assets | 40 390 361 | 53 140 656 |
| Current liabilities | 28 764 894 | 40 581 137 |
| Non-current liabilities | 6 112 892 | 7 588 854 |
| Equity | 100 000 | 100 000 |
| Consolidation and contingency funds | 5 412 576 | 4 870 666 |
| Total liabilities and equity | 40 390 361 | 53 140 656 |

| <i>Income</i> | <i>CHF / 2021</i> | <i>CHF / 2020</i> |
|---------------------|-------------------|-------------------|
| Total income | 46 005 550 | 38 887 172 |

| <i>Expenses</i> | <i>CHF / 2021</i> | <i>CHF / 2020</i> |
|-----------------------------|-------------------|-------------------|
| Personnel expenses | 20 403 864 | 17 152 428 |
| Professional fees | 10 414 504 | 10 056 345 |
| Travel and transportation | 11 120 718 | 6 847 283 |
| General and office expenses | 3 133 060 | 3 244 816 |
| Depreciation | 164 824 | 113 605 |
| Net financial expenses | 226 670 | 620 260 |
| Total expenses | 45 463 640 | 38 034 737 |

| | | |
|------------------------|----------------|----------------|
| Year-end result | 541 910 | 852 435 |
|------------------------|----------------|----------------|

| <i>Project Spending 2021</i> | | |
|------------------------------|-------|---------------------------------|
| 33% | ————— | Francophone Africa |
| 20% | ————— | Middle East and North Africa |
| 10% | ———— | Anglophone and Lusophone Africa |
| 10% | ———— | Asia |
| 8% | ———— | Humanitarian Mediation |
| 7% | ———— | Eurasia |
| 6% | ———— | Mediation Support |
| 3% | ——— | Latin America |
| 3% | ——— | Digital Conflict |

