



Centre for  
Humanitarian  
Dialogue

Mediation for peace

Médiation pour la paix

الوساطة من أجل السلام

为和平而调解

Mediación para la paz

Посредничество во имя мира

# Global Strategy 2024 – 2027

### **The Centre for Humanitarian Dialogue**

114 rue de Lausanne  
1202 Geneva | Switzerland

t: +41 22 908 11 30  
info@hdcentre.org  
www.hdcentre.org

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

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# Foreword by the Executive Director



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The Centre for Humanitarian Dialogue (HD) seeks to prevent and resolve armed conflict, and to mitigate the human suffering it causes, through mediation and dialogue. In a world of gathering conflict, our mission is more important than ever. To be effective in the pursuit of this mission, we need to adapt to fast-paced changes in the conflict landscape. This is what guides our strategy from 2024 to 2027.

The war in Ukraine and growing tensions between the United States and China remind us of the heightened risk of catastrophic inter-state war, which we expect will keep growing. This antagonistic, multipolar system will likely lead to more heavily internationalised civil wars. Climate change will further exacerbate conflict by increasing competition for natural resources. Exclusionary politics, which in some cases leads to coups d'état, will run the risk of deepening domestic political tensions.

The ways in which conflicts are fought are also changing. A new generation of weapons is being developed and deployed, with the integration of artificial intelligence posing new threats. And we see more active use of social media and other digital means to destabilise an adversary.

These new trends also offer peacemaking opportunities that we intend to seize. We will intensify our support to inclusive political settlements and support the meaningful participation of civil society, especially women-led organisations, in peace processes. We remain convinced that through inclusive peace processes and settlements societies can tackle the multiple challenges of the emerging multipolar system. As states seek channels to manage tensions and deepen cooperation, we will intensify our informal diplomacy efforts. We will expand our capacity and partnerships to respond to climate-related conflicts, and make use of data for more effective analysis and action. We can use a wide range of tools to counter disinformation and to foster more inclusive peace processes. We will also explore the use of new technologies to help monitor a variety of agreements, including electoral codes of conduct and ceasefires.

This strategy lays out the overarching goals that we will pursue in the coming years. It draws on lessons from the past, noting that many of HD's contributions to peace have involved developing ideas that larger players have then carried forward. This is a trend that we expect to continue.

We have drawn on insights from the research community and our own assessment of trends in conflict and peacemaking, as well as valuable inputs from other actors across the peace sector. Finally, and most importantly, we have consulted with HD colleagues across the globe and are grateful for their important contributions.

This strategy will guide our work in the next four years, but we are mindful of the profound unpredictability of the events that will shape our work – the fog of war. Nothing can be set in stone. We will continue discussing it with HD colleagues and partners, and will incorporate it in our staff learning processes. While pursuing the goals laid out here, we will therefore also nurture what we see as our greatest asset: flexibility.

**Si vis pacem, para pacem. If you want peace, prepare for peace.**

A handwritten signature in dark ink, appearing to read 'David Harland'.

**David Harland**

## HD – Peacemaking with impact since 1999

**1999–2007**

### **A niche for private peacemaking**

Beginning in Aceh, Indonesia, HD demonstrates the value of and need for discreet and impartial mediation by independent private peacemaking actors.



**2008–2011**

### **From founder-led organisation to institution**

HD evolves from a founder-led organisation to an institution with clear principles and a defined peacemaking method.



**2012–2015**

### **Insider mediation and decentralisation**

As HD's mediation work expands, we opt to decentralise field operations and increasingly draw upon 'insider mediators'.



**2016–2018**

### **Adapting to an evolving conflict landscape**

Two trends dominate a new phase of warfare – the fragmentation of armed conflict and the resurgence of geopolitics. HD develops new capacities to engage in multi-actor and multi-level processes and to help manage geopolitical tensions.



**2019–2023**

### **The pre-eminent peacemaking actor**

HD is the pre-eminent peacemaking actor based on our track record of measurable results. We begin to pivot from largely focusing on internal armed conflicts to also addressing inter-state disputes. We adapt our approaches to impacts and lessons from the COVID-19 pandemic.



**2024–2027**

### **A peacemaking actor with global reach and identity**

HD aims to consolidate our position as an impartial and independent global peacemaking actor, to deepen our reach, and to respond to new geopolitical realities and conflict dynamics.

# HD's mission

**Our mission is to help prevent, mitigate and resolve armed conflict through dialogue and mediation.**

HD's established reputation as a discreet and trusted mediation actor allows us to engage all parties in the pursuit of peace. We facilitate dialogue among conflict parties, we support other mediators in their efforts, and we advise conflict actors as they prepare to participate in talks.

HD's approach is pragmatic and adaptive. We pride ourselves on our creativity and ability to respond quickly to new crises while using up-to-date tools and analysis. We engage in the most difficult settings with hard-to-reach actors and are ready to take calculated risks, always based on a thorough risk assessment and robust mitigation strategies.

Through our work, we aim to deliver measurable and meaningful results. In doing so, we draw on our combined strengths of contextual expertise and a global presence.



Mohamed Omar, Esra Çuhadar, Ahmed Moallim Fiqi and Ilwad Elman at the 2023 Oslo Forum / Ilja C. Hendel



**Our values and principles of effective mediation are outlined in more detail in the [HD Charter](#) and the [HD Way](#).**

# HD's vision and values

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**To build a world where armed conflicts are resolved peacefully, and tensions between and within states are managed without resorting to violence.**

Our mediation efforts aim at inclusive and sustainable political settlements. We believe in quietly using our peacemaking tools to enable outcomes that reflect the needs of diverse constituencies, including women and youth.

We are committed to strengthening the mediation field globally and to partnering with diverse conflict resolution actors from around the world.

**The values of humanity, impartiality and independence underpin and guide all of HD's work.**





# HD's strategy for 2024–2027

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Under this strategy, **HD's overarching organisational objective is to deepen our global reach and strengthen our identity as a trusted, impartial and independent mediation actor.** HD's focus will remain on hard-to-reach actors and hard-to-address issues in difficult conflict contexts.

Three goals will guide HD in pursuit of our vision and overarching objective:

- **Goal 1:** Deliver valuable peacemaking results
- **Goal 2:** Strengthen mediation practice and policy
- **Goal 3:** Ensure HD's organisational resilience

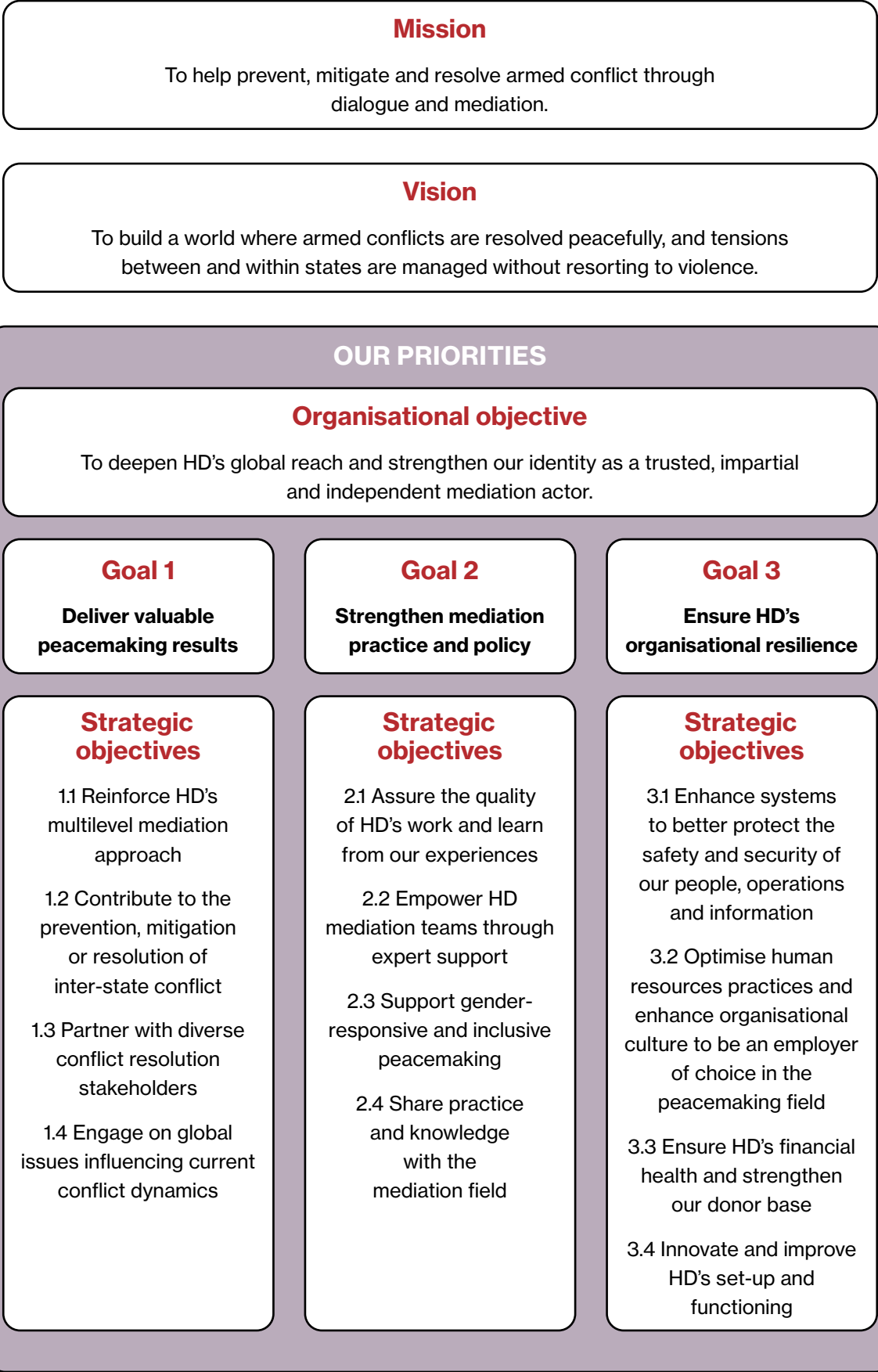
These goals, in turn, are accompanied by strategic objectives that will inform and shape HD's methods and operations (see Figure 1).



A citizen's assembly session in Mindanao, southern Philippines / HD



**Figure 1.** HD’s global strategy 2024–2027



# The challenge – a complex and uncertain conflict landscape



**Conflicts *within* states remain the main drivers of armed violence. But they have been compounded by tensions *between* states, which have reached levels not seen since the Cold War.**

HD operates in a complex and uncertain international landscape characterised by rising conflict and interconnecting crises. **Inequality** within countries is growing, compounded by the effects of the COVID-19 pandemic, commodity shocks and the debt crisis. The least developed countries, many of which experience armed conflict, bear the brunt. Attempts to take over power through coups d'état have become more frequent and risk further destabilising state and regional politics. Democratic institutions and processes are under pressure in a large number of countries. **Climate change** intensifies instability, as do growing **geopolitical tensions** in a multipolar world. Existing multilateral institutions are unable to address the problems, which contributes to a pervasive feeling that we live in a time of crisis.

That is certainly true looking at conflict trends. Research shows that the number, longevity and deadliness of armed conflicts has increased in recent years. Armed conflicts have become one of the main drivers of exploding **humanitarian needs**, leading to the highest number of people fleeing their homes since the end of the Second World War.

Conflicts *within* states remain the main drivers of armed violence. The fact that more than half of the world's population will go to the polls over this strategy period, including some of the world's most populous and powerful states, is an opportunity to strengthen democratic processes and state institutions but also increases the risk of rising tensions within states. But conflicts within

states have also been compounded by tensions *between* states, which have reached levels not seen since the Cold War. In some cases, there is direct military confrontation and even wars of aggression being waged by one state against another, with far-reaching global consequences.

A related trend concerns the armies and proxies of third states clashing within internal conflicts, for example in Syria and Libya. States also provide direct military support to conflict parties, as in Yemen and the Sahel region. Such internationalised **intra-state conflicts** – often protracted and among fragmented conflict parties – are increasingly common, along with the growing risk of **inter-state conflict**. Both will shape the operational context for HD in the coming years.

The use of violence against civilians is at its highest level in almost a decade, with more armed groups involved than ever before. Violence against women, minorities and



HD Executive Director David Harland visits Odesa port in August 2023 / Mishchenko Oleksii

**Addressing conflict dynamics of global importance, HD will:**

- **Broker climate-sensitive agreements**
- **Facilitate dialogue on cyber conflict and social media**
- **Support humanitarian access and the provision of health-related services**
- **Consider the impact of illicit economies on peacemaking**

peace activists have all increased. **Conflicts between non-state actors** – such as rebel groups, militias or criminal organisations – are also increasingly common, compounded by war economies that create incentives to perpetuate violence, as seen in places as diverse as Mexico, Nigeria and Syria.

The methods of warfare have changed too, with **digital technology** now playing an important role. The use of drones and artificial intelligence is an increasingly important feature of modern conflicts. Conflict parties commonly use social media platforms and other digital means to disrupt adversaries' decision-making, influence domestic and international audiences and, in some cases, incite violence.

The **climate crisis** will also shape HD's work in the coming years. It is by now common knowledge that this reality exacerbates conflict – by undermining local livelihoods, fostering

competition over natural resources and multiplying existing vulnerabilities. At the same time, we see climate issues as an entry point for collaboration: they require collective action to mitigate harmful impacts and enable adaptation to changing conditions. In this context, mediation can foster local and regional cooperation and build trust to better manage the global climate crisis. Climate adaptation, along with global health issues, also requires engagement with non-state armed groups, which HD will continue to pursue.

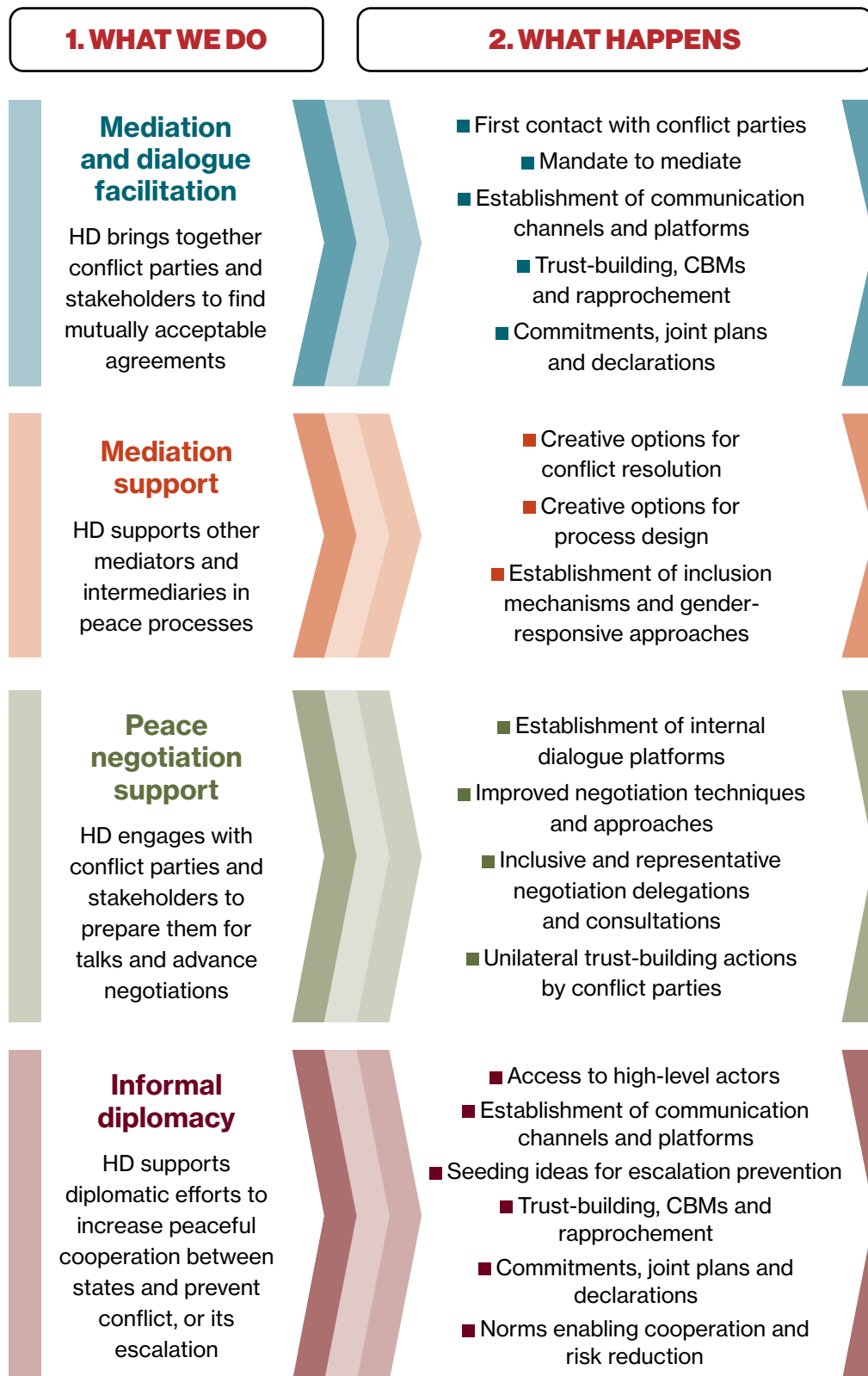
As the conflict landscape changes, mediation has changed too. The shift to a multipolar world with diverging norms and a more competitive global order has challenged critical international institutions, most notably the UN Security Council. At the same time, regional powers have emerged as important mediation actors, alongside various states that did not previously engage in this space. This offers new opportunities to resolve armed conflicts and enhance global ownership of the mediation field, which HD intends to seize in the coming years.

Comprehensive peace processes and agreements have become less common. Mediation efforts increasingly focus on violence mitigation based on ceasefires or partial agreements. These agreements serve important functions: mitigating the impact of conflict on civilians, allowing the delivery of humanitarian assistance, and creating the space for political talks. However, it can be difficult to ensure the sustainability of such agreements, especially when they emerge from transactional arrangements that do not include the voices of women or civil society, and do not contain a vision for an inclusive political settlement. **Sustaining agreements** is not a new challenge, but one that demands increasing focus from peacemakers, including HD.

The trend towards transactional peacemaking is juxtaposed with the increasing assertiveness of civil society in many countries experiencing conflict, with youth and women often in a leadership role. These groups are mobilising to challenge the unequal distribution of power and call for **more equitable and inclusive peace processes**. This is an opportunity for HD and other peacemakers to harness support for sustainable peace processes that are locally rooted and address multifaceted issues. Yet these demands may be at odds with the priorities of existing power-holders. All of this creates a complex and challenging operational reality for peacemaking actors to navigate.

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The shift to a multipolar world with diverging norms and a more competitive global order has challenged critical international institutions.

**Figure 2.** HD's contribution to peace



### 3. WHAT IT CONTRIBUTES TO

#### Conflict resolved, prevented, mitigated

- Peace agreements
  - Agreements on political transition
- Violence prevention and risk reduction agreements, mechanisms, policies, or positions
- Peaceful cooperation
- De-escalation and crisis management measures
  - Unilateral acts to resolve conflict
- Improved humanitarian access
- Improved diplomatic relations

#### Sustainable and inclusive peace and stability

##### Evidence of success

- Reduction or prevention of violent incidents and conflict-related deaths
- Use of non-violent and inclusive means and mechanisms to settle conflicts and disputes
- Reduction in numbers of displaced and/or increase in voluntary returns
  - Disengagement, demobilisation and reintegration of armed or criminalised groups
- Humanitarian aid delivered to conflict zones
- More inclusive and gender-responsive governance mechanisms and outcomes
  - Access to markets, free circulation of people and goods
- Stable diplomatic relations



# HD's response – our contribution to peace

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**HD's mediation teams have facilitated a range of agreements, from ceasefires to resource sharing agreements to political transitions, that have had tangible and long-term benefits for societies and the lives of civilians.**

HD supports conflict parties to identify and develop solutions that prevent, mitigate and resolve armed conflict. We typically focus on hard-to-reach actors and hard-to-address issues. HD fills critical gaps in the international peacemaking and diplomatic system by responding quickly to crises and quietly using its peacemaking tools.

Our method includes various modes of engagement that we apply across the local, national and international levels:

- Mediation and dialogue facilitation among all parties
- Mediation support to other third parties
- Peace negotiation support
- Informal diplomacy at the inter-state level

HD's mediation teams have facilitated a range of agreements, from ceasefires to resource sharing agreements to political transitions, that have had tangible and long-term benefits for societies and the lives of civilians. These agreements have reduced levels of violence, prevented tensions from escalating into outright violence, and improved humanitarian and economic indicators (see Figure 2). They have also led to the greater inclusion of women in political processes and in leadership positions.

HD has also facilitated community-level agreements that have led to the peaceful management and prevention of hundreds of local conflicts, notably in areas affected by climate change. These results have contributed to the more peaceful and inclusive coexistence of communities and populations affected by conflict, opened up space for the meaningful participation of women, enabled the voluntary return of displaced people, lifted restrictions on mobility, and improved the governance of shared natural resources. HD has also worked in areas controlled by armed groups and facilitated humanitarian access, including access to healthcare, for thousands of people.

In addition, HD has contributed to managing the consequences of inter-state tensions and to preventing their escalation. We have facilitated dialogue among representatives of states to reduce regional tensions and supported conflict parties to develop confidence-building measures and standard operating procedures for conflict management. We have prioritised situations where official, diplomatic ties have deteriorated or are absent, and where miscommunication and misunderstanding are real dangers. In some of this work, we have collaborated with and supported larger, official mediation actors.

During the next four years, we will build on our past experiences and achievements – and our strengths as a discreet, flexible and innovative peacemaking actor – to continue to make valuable contributions to global peacemaking efforts. Our strategic priorities are outlined in the next section.

# HD's strategic priorities for 2024–2027

HD will respond to the needs of an evolving conflict landscape by pursuing three overarching goals. Each of these is supported by specific strategic objectives that will guide our efforts during the next four years.

We will continue to use our full range of peacemaking tools to achieve meaningful and measurable outcomes for those affected by conflict.

## Goal 1: Deliver valuable peacemaking results

HD works to seize peacemaking opportunities and help prevent, mitigate and resolve conflict at local, national and international levels.

We strive to develop and use innovative approaches to address complex problems that bilateral or multilateral diplomacy might not be able to resolve alone. We seek to add real value and deliver concrete peacemaking results, often by engaging hard-to-reach conflict actors and tackling hard-to-address issues.

The following **strategic objectives** will help us to achieve this goal:

### 1.1 Reinforce HD's multilevel mediation approach

*HD will further develop and maintain our ability to operate at local, national and international levels. Our country, regional and global teams will pool their capacities to strengthen HD's impact.*

HD's ability to engage effectively in local contexts, while also operating at national and inter-state levels, is one of our key strengths. The reality of cross-border conflict dynamics, and the increasing influence of regional and geopolitical competition on intra-state conflicts, necessitate multilevel approaches.

Multilevel engagement requires diverse networks with access to hard-to-reach actors, trusted partnerships with civil society, and high-level access in key capitals. Our country, regional and global teams will share and pool their respective strengths and experiences to ensure stronger impact. They will develop joint strategies to guide engagement in certain conflicts, collectively nurture the needed networks and partnerships, and actively seek ways to link local, national and international conflict dynamics.

HD will continue to ensure that our mediation engagements feature a strong understanding of the local context. We will strengthen our conflict analysis – and make it more gender and youth-responsive – to develop well-informed, multilevel mediation strategies. We will collaborate with and support local peacemakers. We will develop joint initiatives, share our global experience and learn from the insights of diverse local peacemakers and women-led organisations. We will work to connect regional and international mediation processes with local political actors and peacemakers, including diverse groups of women, to better enable their participation.

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We strive to develop and use innovative approaches to address complex problems that bilateral or multilateral diplomacy might not be able to resolve alone.

## 1.2 Contribute to the prevention, mitigation or resolution of inter-state conflict

*HD will strengthen our capacities to contribute to the mitigation, prevention or resolution of inter-state conflict. We will prioritise issues that other actors are not able to address.*

With the resurgence of geopolitical tensions, inter-state mediation is gaining importance. In diverse contexts, HD has addressed the consequences of inter-state conflicts and tensions by seeding new ideas among negotiating parties and mediators, shuttling messages, supporting larger peace processes and, on occasion, facilitating our own dialogue processes. HD's contribution is most valuable in situations where official diplomatic relations are fraught with miscommunication and misunderstanding, or otherwise not politically feasible.

We will strengthen this inter-state work by building on our ability to act as an informal intermediary, to establish discreet communication channels and to develop creative ideas. We will seek to support the efforts of larger actors by bringing politically sensitive ideas to the table, focusing on technical areas that may be left out of traditional diplomacy and maintaining networks that can be difficult for official mediation actors to support.

HD's role in this space will remain results-oriented and, as needed, will support the efforts of other actors. We will also capture insights and honestly assess whether and how informal diplomacy makes a meaningful contribution at the inter-state level.



Benue Paramount Rulers signing the Konshisha and Oju Natural Resource Peace Agreement / HD

### 1.3 Partner with diverse conflict resolution stakeholders

*HD will partner with and complement the efforts of diverse global actors, including governments, international and regional organisations, select influential private sector actors, and other mediation entities, while ensuring our impartiality and independence.*

Over the years, HD has supported several states in their mediation efforts, complemented the work of the United Nations and regional organisations, and pursued valuable collaborations with international and local non-governmental mediation actors.

In the years ahead, HD will prioritise strengthening our relationships with other mediation actors, including governments, in all regions of the world. The fragmentation and internationalisation of many conflicts necessitates a diverse set of peacemaking actors, each leveraging their comparative advantage to create the conditions for peace. Only as a trusted and collegial member of an effective peace 'ecosystem' will we be able to maximise HD's added value in peace processes.

HD has also developed productive collaborations with specialised agencies and global experts in devising creative approaches to prevent and resolve armed conflicts – including on digital, climate change and political economy issues. These partnerships, often discreet, have led to some of our most important peacemaking contributions.

### 1.4 Engage on global issues influencing current conflict dynamics

*HD will reinforce our country and regional programmes by engaging on global issues and themes that influence contemporary conflict dynamics and peacemaking opportunities. In doing so, we will ensure our work remains innovative, adaptable and relevant.*

We will actively support our operations to adapt to the realities of the climate crisis by integrating climate and environmental issues into peace processes, brokering climate-sensitive agreements, and contributing to climate adaptation, especially at the local level. We will also facilitate, as needed, inter-state dialogues on transboundary environmental tensions, climate-related displacements, and disputes about the management and use of natural resources.

Given the increasing centrality of cyber operations in contemporary international security, the ubiquitous role of social media in any peace process or political transition, and the impact of artificial intelligence on military technologies, HD will intensify efforts to understand, facilitate, and support dialogue on these issues, and explore how digital technology can strengthen traditional peacemaking approaches.

HD will continue to support humanitarian access and the provision of health-related services in conflict-affected areas. We will further explore opportunities to assist vulnerable communities with global pandemic preparedness initiatives. In these endeavours, we will maintain our focus on areas controlled by non-state armed groups and on relationships with those actors with whom the broader humanitarian and health communities cannot easily engage.

We will explore and engage with other issues when relevant to peacemaking efforts. Notably, we will consider the impact of organised crime and illicit political economies on peacemaking, and how to mitigate the challenges they pose. We will also contribute to policy debates on these topics where they have the potential to strengthen the effectiveness of peace processes.







As the complexity and unpredictability of the conflict landscape increases, creative ideas and approaches become more important.

## Goal 2: Strengthen mediation practice and policy

HD is committed to improving our own mediation practice as well as that of the broader mediation field.

As the complexity and unpredictability of the conflict landscape increases, creative ideas and approaches become more important. We believe in collaborating with diverse actors across the globe to learn from them and to integrate new approaches that strengthen our mediation practice.

To be able to produce real benefits for those directly affected by conflict, we aim to equip our peacemakers with the tools and understanding needed to rapidly adapt to changes in their operational contexts.

This goal can be achieved through the following **strategic objectives**:





## 2.1 Assure the quality of HD's work and learn from our experiences

*HD will maintain our emphasis on strong, fit-for-purpose Monitoring, Evaluation, Accountability and Learning (MEAL) processes to deliver, demonstrate and learn from our peacemaking practice and results.*

We will continue to develop innovative MEAL tools and approaches to strengthen the professional judgment of our mediation teams, capture and share the impact of our work, and learn from our successes and failures. We will further strengthen our organisational MEAL capacities at local, regional and global levels, while ensuring that our approaches consider and respond to context specificities.

In close collaboration with our donors, diverse practitioners and interested academics, we will regularly develop, test and refine new methods for evidencing, analysing and communicating effective practice and impacts with the global peacemaking field. Among other issues, we will examine closely the impact of our work on the inclusion of women and civil society in peace processes.

HD will continue to stay 'out of the box' as an unconventional peacemaking actor that identifies and pursues creative and credible conflict resolution options. This will be underpinned by our willingness to capture good practice as well as failures and share them honestly across our organisation and with our partners. We will promote peer learning across HD's country and regional programmes and seek to learn from peacemakers around the world.

## 2.2 Empower HD's mediation teams through expert support

*HD will ensure that our mediation teams have the tools, analysis and expertise needed to effectively accompany conflict parties throughout peace negotiations. HD will share these tools and approaches with other peacemakers globally.*

HD mediation teams will provide conflict parties and trusted third parties with creative ideas, technical and thematic expertise, and tailored proposals on how to design peace negotiations and agreements.

We will maintain in-house knowledge and skills to ensure that our mediation teams can develop innovative, credible and sustainable approaches to support conflict parties and stakeholders. Through strengthened guidance and training opportunities, we will build a shared understanding of HD's mediation approach that translates our organisation's mission and values into clear and meaningful actions.

We will partner with other peacemaking actors to complement our existing capacities and expertise as needed, especially at the local level.

## 2.3 Support gender-responsive and inclusive peacemaking

*HD will invest in inclusive peace processes and encourage gender-responsive outcomes.*

Including a diverse range of actors and conflict-affected stakeholders in peacemaking efforts results in greater creativity, broader buy-in and more legitimacy, and in turn increases the likelihood of achieving lasting outcomes.

HD will continue to work closely with community representatives, civil society and other conflict stakeholders to facilitate their meaningful participation in our work. We will use both our access to high-level actors and our strong local networks to identify and design



Hanna S. Tetteh, UN Special Envoy for the Horn of Africa / Oslo Forum / Ilja C. Hendel

strategic openings for women, young people and marginalised groups to contribute to peacemaking efforts.

HD will remain flexible and creative to ensure that gender and inclusion issues inform our understanding of conflicts. We will engage our interlocutors on the importance of inclusion, for example by identifying and leveraging possible allies or developing practical approaches that consider local customs and realities.

We will build the capacity of HD's mediation teams to better support such efforts through tailored training, expert advice, guidance and tools.

## 2.4 Share practice and knowledge with the mediation field

*HD will share insights from our work to strengthen global mediation practice, while respecting the need for confidentiality in our ongoing, discreet peacemaking efforts.*

We will remain actively engaged in debates and forums on international diplomacy and conflict mediation. The Oslo Forum, its regional gatherings, podcasts and practice-based publications will continue to be HD's flagship policy engagements.

We will also continue to convene the peacemaking field on environmental and digital peacemaking, MEAL innovations, and the links between illicit economies and peacemaking.

In addition, HD will support priority forums that contribute to international security discussions globally. We will engage in select policy discussions where we believe we can make a difference.

To better support other peacemaking actors, we will proactively share resources developed by our organisation. We will build partnerships with diverse thought leaders across the globe and further strengthen our position as a trusted institution by being a laboratory and incubator of analysis, innovation and ideas.



## Goal 3: Ensure HD's organisational resilience

HD is built on the strengths of our diverse, skilled, creative and committed team members. We adapt our structures and working methods to support our strategic objectives. As a result, HD is a trusted mediation actor with a proven track record of results and a robust organisational structure.

Given the pace and scale of change in our operating environment, we need to further improve our organisational agility and resilience. We aim to consolidate HD's organisational growth and adapt our structure and functioning to enable HD to respond to future challenges efficiently and effectively. We are committed to maintaining HD's unique ability to engage with hard-to-reach actors in difficult settings and to take risks based on a thorough risk assessment.

The following **strategic objectives** support this goal:

### 3.1 Enhance systems to better protect the safety and security of our people, operations and information

*HD will enhance our security management frameworks that protect the safety and security of our people and operations, as well as the data we generate and use.*

We will further reinforce our security management frameworks and tools, while ensuring that our people are equipped and supported to effectively assess and mitigate security-related risks. We will develop guidance and offer training, capacity-building and psychosocial support in recognition of the challenging contexts that many of HD's teams operate in.

At the same time, we will equip HD members to design their activities in ways that appropriately identify, analyse and manage the many risks inherent to our work, standardising related practices across the organisation. Moreover, we will consolidate our crisis management practices and adopt a clear and robust duty of care framework enabling us to manage the aftermath of incidents affecting our people, operations and information systems.

We will continue to invest in HD's information technology solutions with a view to enhancing both information system security and operational efficiency. We will also strengthen our capacity to act as a trusted repository of the sensitive information entrusted to us by conflict parties and other key stakeholders.

### 3.2 Optimise human resources practices and enhance organisational culture to be an employer of choice in the peacemaking field

*HD will attract, develop and retain a diverse pool of high-quality and motivated people who collectively enable the organisation to fulfil its mission.*

HD will recruit and develop talented and motivated peacemakers, analysts and core support professionals who combine relevant expertise and networks with creativity and commitment. HD will strive to ensure that our leadership reflects the diversity of our workforce and the communities with whom we work.

We will promote a positive and productive working environment in which HD's people feel included, respected and valued. Each HD contributor is critical to our organisation's success – regardless of their function, level or geographic location – and individual wellbeing is of utmost importance. At the same time, we will seek to foster a sense of organisational identity and belonging at the global level by reinforcing internal coordination, communication and cohesion.

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Given the pace and scale of change in our operating environment, we need to further improve our organisational agility and resilience.”



HD's policies and systems will reflect operational needs, while actively promoting diversity and inclusion. We will continue to invest in our people and provide the resources and support they need. This includes defining career paths within the organisation, managing talent, reinforcing teamwork and embracing 'future of work' considerations by enabling hybrid and mixed working styles. HD's working culture features continuous learning and development (L&D), and the ongoing improvement of L&D processes, with an emphasis on empowering people to take ownership of their own professional development.

### 3.3 Ensure HD's financial health and strengthen our donor base

*HD will seek to deepen and extend our funding relationships to secure the financial support needed to fulfil our strategic ambitions and to bolster our position as an impartial and independent global peacemaking actor.*

HD will continue to nurture close and positive relationships with our traditional donors while investing more purposefully in securing other income streams. We will make the case to our main donors for increased funding to HD and explore the feasibility of tapping into new budget lines to support certain HD activities. To diversify HD's income base, we will reach out to new government donors – as well as philanthropic and private sector actors – to position HD as a partner of choice in the field of peacemaking.

HD will maintain sufficient reserves to ensure uninterrupted operations, investment in strategic initiatives, and time to adjust to financial volatility. We will also seek to increase levels of flexible funding to reinforce our operational independence. Such efforts should enable HD to respond rapidly to new and emerging crises while remaining committed to ongoing peace processes.

Reinforcing our ability to tailor HD messaging to traditional and new donors alike will be key to improving funding results. More generally, HD's external communications efforts will expand the range of our multimedia content and cultivate third-party advocates of our work.



HD global staff participating in the Applied Mediation training in Geneva, September 2023 / HD



Signing ceremony of the Achouratt Agreement in the Taoudéni region, Mali / HD

### 3.4 Innovate and improve HD's set-up and functioning

*HD will adapt our core processes, operating systems and ways of working to ensure their continuing efficiency and effectiveness.*

To support our decentralised management structure, HD will continue to ensure that decision-making is devolved to the level closest to implementation. Our approach will be guided by clear and compelling organisation-wide policies and procedures, and informed by relevant facts and figures.

As part of our ongoing efforts to support operational excellence, drive optimisation and foster innovation, we will review our set-up and functioning. This exercise will focus on the three organisational dimensions of people, processes, and technology.

It will encompass an assessment of key management frameworks in light of identified programme needs. Through this, we will ensure that the roles and responsibilities of HD teams across the world are aligned – to enhance agility and promote meaningful collaboration. We will strengthen our ability to respond rapidly to new crises, including by deploying experts effectively and with adequate resources. In doing so, we will seek to find the right balance between HD's global, regional and country-specific needs.

We will also streamline core processes to enhance our organisational performance, while advancing HD's digital transformation. This will entail identifying and prioritising core organisational capabilities. At the same time, we will further strengthen our Information Technology practices as critical enablers of HD operations. We will enhance change-readiness within the organisation and encourage all of our teams to become responsible digital champions.





# HD's structure and ways of working



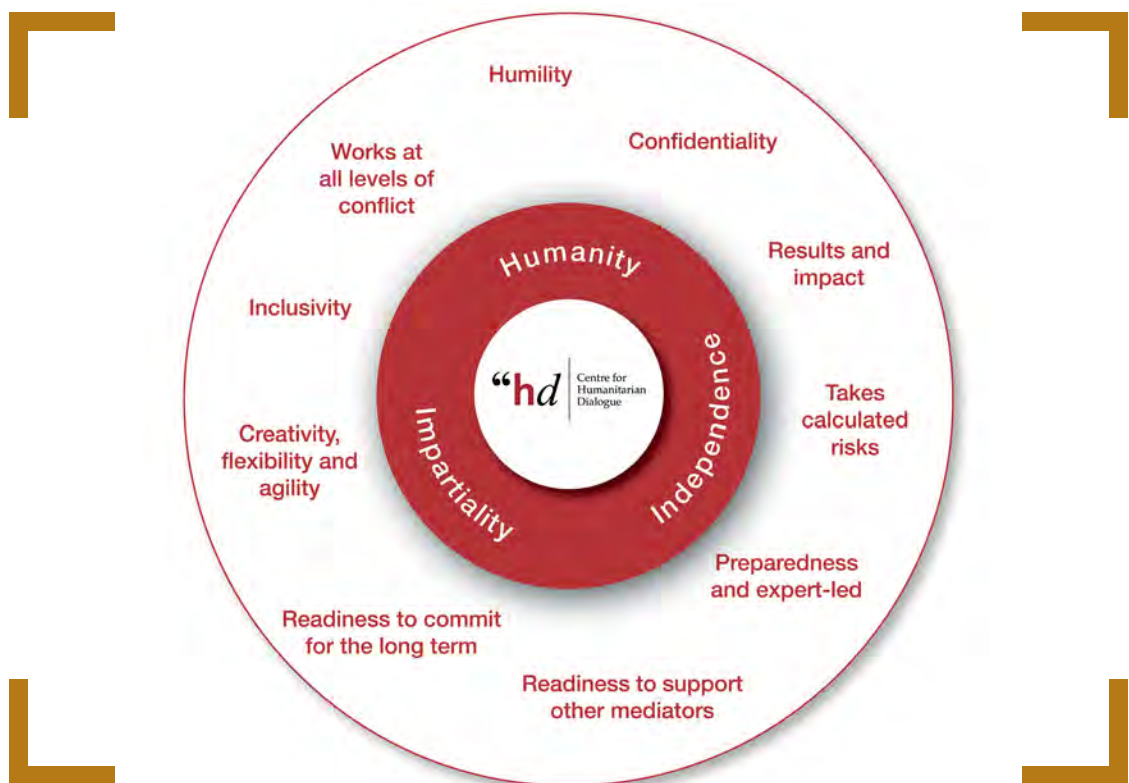
**Our success rests on our ability to shape and adapt our approach to the specific contexts in which we are active. When doing so, we rely on core principles and fundamentals that underpin how we work.**

HD is a global, private peacemaking organisation headquartered in Geneva.

Our success rests on our ability to shape and adapt our approach to the specific contexts in which we are active. When doing so, we rely on core principles and fundamentals that underpin how we work.

These are outlined in more detail in **The HD Way**, which captures our organisation's approach to effective mediation (see Figure 3).

**Figure 3.** The HD Way: Core principles and fundamentals for effective peacemaking practice



HD's Board governs and has ultimate responsibility for our organisation. The Board is responsible for HD's strategic direction, oversight and approval of our budget and annual programme of work. Management is delegated to the Executive Director, who is supported by the Senior Management Team.

HD mediation teams are based in country and regional locations to allow rapid responses to conflict dynamics that draw on local knowledge and expertise. HD teams are supported by a global Mediation Support and Policy team, dedicated thematic teams, and a range of Corporate Services.

# Strategy implementation

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## 1. Responsive and coherent strategy implementation

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No strategy can predict the evolution of armed conflict with complete accuracy. It is important that HD remains agile and able to adapt to key developments and incidents in the conflict landscape. This includes rapidly and efficiently (re)directing our resources to the most pressing and significant conflicts or conflict risks. We will continue to tailor our responses to each context, while relying on this global strategy to support organisation-wide coherence and unified approaches.

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**We will continue to tailor our responses to each context, while relying on this global strategy to support organisation-wide coherence and unified approaches.**



The Villa Plantamour, HD's headquarters in Geneva / HD

Members of the Senior Management Team will report annually against HD's strategic objectives, guided by an internal strategy implementation plan. This process will ensure the strategic coherence of HD's portfolio, with our operations being adapted as necessary. Our strategy implementation plan will itself be subject to regular review, and the key results that HD pursues at a global level may also be revised if needed.

To ensure HD maximises the chances of adding real value to the prevention, mitigation and resolution of armed conflict, we will prioritise engagements that directly correspond with our mission and values. We will reject any initiative that either disqualifies HD from playing a role as an impartial intermediary in mediation or dialogue processes, or jeopardises our organisation's ability to access the hardest-to-reach conflict actors. We will typically avoid activities that other actors are better placed to deliver. HD will continue to abstain from public advocacy.

## 2. Environmental sustainability

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HD understands the importance and long-term benefits of being a more environmentally sustainable organisation. We recognise that climate change is a global threat and a driver of future conflicts. We seek to operate in an environmentally responsible manner and do our part to reduce carbon emissions through concrete actions.

In 2020, HD adopted our Environmental Policy which outlines a robust, institution-wide approach to reducing our organisation's environmental footprint and increasing the sustainability of our operations. To compensate for HD's unavoidable CO<sub>2</sub> emissions, we adopted an institutional carbon offset programme and signed a partnership with the climate protection organisation *myclimate*, which adheres to leading global standards and verification mechanisms. We will continue to abide by and strengthen our environmental commitments so they become an integral part of our day-to-day activities.

## 3. Culture of exemplary ethics and strong compliance

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HD's discreet and often confidential work in high-risk contexts – involving hard-to-reach actors – requires ways of working that incorporate strong ethics and a compliance programme that reflects these sensitivities. HD is committed to raising awareness, strengthening our organisational culture and providing tools and support to ensure that our activities produce the best results, based on sound values. A critical component is actively monitoring and managing diverse risks to adhere to 'do no harm' principles – to avoid exposing conflict-affected communities to additional risks through our actions.



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## Contact

114, rue de Lausanne  
CH-1202 Geneva, Switzerland

**t:** +41 22 908 11 30

**e:** [info@hdcentre.org](mailto:info@hdcentre.org)

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

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