



# International Task Force on Preventive Diplomacy

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Key Policy Documents  
Project Framework  
Membership

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The International Task Force on Preventive Diplomacy

**[www.ewipreventivediplomacy.org](http://www.ewipreventivediplomacy.org)**

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# **The International Task Force on Preventive Diplomacy: an Innovative and Timely Multi-Year Project**

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*Project Framework*  
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**Dear Reader,**

Experience shows that the international community and national governments lack sufficient motivating arguments to effectively respond to early signs of future violent conflicts. There are clear obstacles to action for policymakers from the international community and national governments even where there is detailed information and analysis on potential conflict. The foundation for the work of the EastWest Institute's International Task Force on Preventive Diplomacy was guided by an identified list of "obstacles to conflict prevention" and included such things as the lack of political will to prevent violent conflict, structural issues, the prevailing traditional "security" way of thinking, lack of resources for conflict prevention, etc.

The "responsibility to protect" has, however, begun to remove the excuse for inaction. So too has the astronomical cost of conflict. Violent conflict destroys lives and livelihoods, it is the most brutal suppression of human rights, destroying any and all possibility of the right to a decent standard of living, to life and physical integrity, to justice, and to adequate food, housing, health and education. According to the International Crisis Group, as of December 2007, there were 70 current or potential conflicts in the world. The direct cost of each of these conflicts is conservatively estimated at \$64 billion per conflict according to the Stockholm International Peace Research Institute. Early prevention would reduce or entirely eliminate these costs and the additional indirect costs, which are borne by national governments in the developed world.

In the spring of 2007 the EastWest Institute officially launched its multi-year International Task Force on Preventive Diplomacy. The Task Force gathered three times in 2007, initially to decide on the basis for its work in the coming months, as outlined in the Task Force "Guiding Principles". At the third meeting in December, the Task Force members presented their recommendations for taking the strategic goal of the Task Force forward. These recommendations are enshrined in the Task Force Declaration – "Making Conflict Prevention Real". "Making Conflict Prevention Real" outlines practical responses to address the dismaying statistics and lack of effective early action by the international community. In the coming year, the Task Force will be working to implement its recommendations and undertake to make violent conflict a thing of the past.

This publication will familiarize you with the Task Force, its goals, members, and project documents. We hope it will further your understanding of the importance of preventing violent conflict, and show you that the interconnected nature of today's new threats makes this task even more pressing and evident. The prevention of conflicts, and the establishment of stability and peace, is a moral imperative, an economic necessity, a humanitarian must, and a political obligation for all of us.

Yours Sincerely,



**John Edwin Mroz**  
*President and CEO EastWest Institute*



**Ortwin Hennig**  
*Vice President of the EastWest Institute,  
Head of the Conflict Prevention Program,  
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# **The International Task Force on Preventive Diplomacy: an Innovative and Timely Multi-Year Project**

**By Task Force Chairman, Ortwin Hennig**

Post-war chaos in Iraq, suicide bombings in Afghanistan, terrorist attacks, and the overall escalation of conflicts worldwide: we are confronted with destructive violence on a daily basis. Our traditional foreign policy tools have reached their limits. Today's security problems weaken our confidence in politics.

Our world has become transparent, not only economically and ecologically, but also morally. As a result of globalization, the media ensures that we know about the misery and suffering caused by violence and war. All of us must stand up to this challenge.

Preventive Diplomacy has become an imperative for the international community: prevention of conflicts, stability and peace is a moral imperative, an economic necessity, a humanitarian must, and a political obligation. Preventive diplomacy is difficult, but it is possible. And it is timely: Iran, Iraq, Afghanistan, Lebanon show there are no military solutions to conflicts.

Despite a promising conflict prevention toolbox, violent discord continues to plague the world and preventive diplomatic activities have not yet become a reality.

While the prevailing security situation has succeeded in placing conflict prevention into the lexicon of governments and international organizations, political will has yet to be fully realized among the members of the international community so that they may respond consistently and effectively to prevent large-scale violence.

During her acceptance of the EastWest Institute's Peace and Conflict Prevention Prize in Berlin on October 7, 2006, Dr. Kathryn Davis stated: "We must change our ways of solving conflict. I ask you to form a collaboration to bring the world a few steps back from the brink of destruction and annihilation".

The EastWest Institute (EWI) has taken up this challenge by launching in May 2007 the “International Task Force on Preventive Diplomacy” (Task Force). It draws on EWI’s commitment to strengthening global security, to build confidence, and to create a culture of conflict prevention by fostering cooperation among states, the private sector, and civil society. “Never before has the need to make preventive diplomacy a priority been more imperative,” states the High-Level Advisory Board in its welcoming remarks (*see page 28*) at the Task Force’s inaugural meeting in May 2007.

Preventive diplomacy has indeed become a must for the international community. The Task Force is a timely undertaking for a number of reasons:

- Iraq, Afghanistan, and Lebanon demonstrate that there are no military solutions to conflicts in times of asymmetric warfare. Conflicts today must be prevented, not fought.
- Preventive diplomacy has taken on a new urgency due to the change in the nature of conflicts since the end of the Cold War. We face new challenges: regional conflicts, weapons of mass destruction, terrorism, drug trafficking, failed and failing states. These challenges to stability and peace today require new measures and approaches to meet them.
- Other new threats like climate change, lack of resource security, pandemics have become global. These are problems which don’t need license to put pressure on decision-makers.
- Traditional security thinking based on cohesion, enforcement, and military power must be complemented and gradually replaced by an awareness-raising strategy for a new policy approach of cooperation and integration.
- Reforms in the conflict prevention area have progressed more slowly than in equivalent fields – e.g. mainstream development, environment, and human rights – partly because of a lack of authoritative external voices making the case for change and providing the evidence and the tools to implement it.
- Today, we find ourselves in a unique situation in that all major powers, including Russia, China, India, and the Muslim world, share common basic interests. This is a chance to work for the creation of a cooperative international order by reaching out to decision-makers to sensitize them that preventive diplomatic action needs to become more often part of their decision-making.

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The Task Force’s strategic goal is to devise practical mechanisms to generate domestic and international political will to shorten the time between early warning and effective early action to prevent violent conflict. The Task Force is a multi-year project composed of two structures, the Core Group and the High-Level Advisory Board (*see members and their geographic representation on pages 38-44*):

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The **Core Group** (see page 40) is a geographically and institutionally balanced group of 17 internationally renowned experts from around the world and from international organizations, governments, the private sector, civil society organizations, and academia.

All Core Group members are important complementary partners in an integrated approach to conflict prevention. The group's composition reflects today's global dimension of risks and challenges. It is a new and innovative format in that it fosters a truly global flow of information and participation as well as a global attempt to influence decision-making in matters of preventive action, stability, and peace.

The group is an institutional answer to the new conflict structure of the international system. It is diverse not only geographically, but also in terms of the particular skills and experiences that its members have. It networks across institutions and continents, shares knowledge and experience, and leads an action-oriented dialogue on issues that have a bearing on stability and peace. Its members meet as individuals, not as representatives from their respective organizations, or, for that matter, as representatives from industrialized or developing countries, rich or poor. Thus, its work does not get caught in political or ideological battles along those lines.

With support from the Task Force Secretariat, composed of EWI staff, the Core Group meets three times per year to deliberate its strategic goal and make recommendations and decisions on operationalizing the Task Force's "Guiding Principles" (see page 21) adopted at the inaugural meeting of the Task Force. In this way, the Core group members:

- assess the global strategic environment concerning threats on the horizon and make recommendations to stop them from turning violent;
- create and maintain relationships with conflict prevention networks, organizations, and other key stakeholders to raise awareness about conflict prevention, and the work of the Task Force; and
- advocate for the proper resourcing of conflict prevention activities.

The **High-Level Advisory Board** (see page 38) is composed of eight eminent persons who support the work of the Core Group by lending their advice, public outreach, moral standing, and access to media and decision-makers. Specifically the members of the High-Level Advisory Board:

- advocate for the recommendations of the Task Force with high-level decision-makers;
- engage political, social and private sector decision-makers and stakeholders in an open dialogue on the importance of preventive diplomacy and its centrality to conflict prevention; and

- serve as an informal body to help the Task Force respond promptly to shifting priorities of international decision-makers.

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As to the sustainability of the Task Force, its members are aware of the following vital points:

- that they own the process and develop a corporate identity;
- that they have a personal commitment to the Task Force's goals and act accordingly;
- that the Task Force has a practical and concrete political impact;
- that the results of its work are policy relevant and at least meet basic policy needs;
- that the group agrees on clear priorities and concentrates on issues where it can make a difference;
- that it has both a sense of focus, determination, and a vision that is achievable in the mid-term; and
- that the members commitment is a long-term one, as required by conflict prevention.

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EWI convened the Task Force with a view not to duplicate, but to build on previous conflict preventive work: it addresses the cracks in the current conflict prevention architecture; it advocates for increased capacity building, mainstreaming, and institutionalization of conflict prevention; it fosters coherence of ideas and instruments; it advocates for determined and consistent action; and it serves as an adviser, initiator, and advocate on preventive diplomatic action.

The Task Force intends to take conflict preventive activities to the next level. In order to achieve this goal, and in order to make a difference, it:

- moves beyond academic theorizing towards influencing decision-making processes;
- operationalizes its work for political action;
- develops the potential to become the action tool for the United Nations (Department for Political Affairs) that brings capacity for Track II–diplomacy to conflict prone areas.

But let us not forget: the Task Force faces nothing less than the challenge of rooting new thinking on security in governments and societies as a whole, and translating it into practice. It should, therefore, be understood that the results of its work are not always immediately visible and measurable. Additionally, preventive diplomatic

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activities cannot be translated into television images, because violence and suffering that have not happened do not make news; and preventive diplomacy, in essence, is quiet diplomacy. It cannot be conducted via the media.

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The Declaration “Making Conflict Prevention Real” (see page 8), adopted by the High-Level Advisory Board at the December 2007 meeting of the Task Force constitutes the culmination of the Task Force’s work in the first year of its existence and provides a clear statement of the intent and the commitment to work towards shortening the time between early warning and early action to prevent violent conflict in the years ahead. The Declaration makes clear the action steps that the Task Force will take to ensure effective change in the conflict prevention architecture and in building political will for effective and early action. It outlines two particular initiatives that the Task Force is now working towards establishing: an “International Panel on Conflict Prevention and Human Security” (see page 11) and a “Parliamentarians Network for Conflict Prevention and Human Security” (see page 14).

These initiatives are all initial answers to the existing deficiencies in the conflict prevention architecture and to key issues of building political will for conflict prevention. Specifically:

- the Panel, whose position in relation to the UN still needs to be determined, would be a structural improvement in the prevention architecture to address existing obstacles to preventing violent conflict. It would help accelerate the shift in focus towards prevention and it would stimulate public pressure for governments and international organizations to take action. The Panel could be launched with the support of the signatories to the “Geneva Declaration on Armed Violence and Development”. The idea is ambitious, but achievable. The Task Force enjoys networks, access, and influence to make it a reality. The Panel would be the best opportunity for the Task Force to use its capacity to influence change.
- the Parliamentarians Network would explore ways to gear legislative mechanisms and structures to direct political will towards preventive action by reinforcing government accountability to parliament. It would also explore ways to encourage the allocation of proper resources towards conflict prevention activities, as parliaments are strong symbols of national ownership of conflict prevention initiatives.
- both the Panel and the Network would also produce added value by developing operational mechanisms to advance the objectives of UN Security Council Resolution 1325 on women, peace, and security in an early response environment.

The initiatives are at the same time important steps for EWI and the Task Force as they open the door to directly influence decision-making processes of governments and international organizations in a specific policy field. With the results achieved in the December meeting 2007(see page 31), the Task Force has laid the foundation to operationalize its work for political action.

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The personal dimension of any effort to prevent violent conflict is essential. If a sufficient number of key actors and their constituencies of stakeholders decide to change and go for options, the situation will change. Therefore, the Task Force needs to seek methods and levers of change in the minds and expectations of individuals in order to make a breakthrough.

It faces nothing less than the challenge of rooting new thinking on conflict prevention and security in government agencies and societies as a whole, and translating it into practice. It must make the moral and political case that today conflicts must be prevented, not fought. It must recognize, however, the limitations of what it tries to achieve. Only then will success and progress be judged against a realistic standard.

In the above-mentioned EWI acceptance speech of Kathryn Davis, she quoted a reminder from Dale Carnegie: "Most of the important things in the world have been accomplished by people who kept on trying when there seemed to be no hope at all." Conflict prevention is a fascinating and at the same time very often frustrating business to be in. But those engaged in it are not wasting their time.

# KEY POLICY DOCUMENTS



## **TASK FORCE DECLARATION “MAKING CONFLICT PREVENTION REAL”**

We, the High-Level Advisory Board members of the EastWest Institute’s International Task Force on Preventive Diplomacy, call on the international community and the global public to reaffirm the solemn pledges of the United Nations Millennium Declaration of 2000 and the World Summit Outcome Document of 2005 of our collective responsibility to uphold the principles of human dignity, equality and equity at the global level.

In the last decade more than 15 million people have lost their lives to war, 40 million people have been forced to flee their homes and genocide and mass atrocity crimes have again stalked parts of the world. This reality is at complete odds with the international community’s pledge to free our societies from the scourge of violent conflict.

An unacceptable gap continues to exist between the international community’s rhetoric about conflict prevention, and its responsibility to protect people from catastrophic human rights violations, and the reality of its efforts. The shameful record of human misery caused by war is testimony to the chronic lack of political will to respond collectively to new and emerging threats to peace, including environmental stress, around the world.

While the international community has disbursed more than \$20 billion over the past five years on UN peacekeeping measures—which is a modest amount by the standards of global arms expenditures—only a tiny fraction of this is spent on conflict prevention and, in particular, enhancing the UN’s capacity to respond to emerging threats.

The interconnected nature of today’s new threats makes the prevention of violent conflict more pressing and evident now. Sustainable peace means freedom from fear and freedom from want and is a moral imperative, an economic necessity, a humanitarian must, and a political obligation for all of us.

### **What Needs To Change**

Violent conflict will only be transformed towards sustainable peace if all stakeholders work together. We appeal to the collective conscience of the international community, the global public, and all interested and affected parties to work towards removing the incentives for violent conflict by addressing the root sources of tension within and between societies, states and regions.



These measures need to be underpinned with a stronger commitment to basic values, including gender equality, and to the economic and social development and poverty reduction strategies that nurture political and social institutions that are inclusive and accountable, and that promote the power of collaborative conflict resolution.

Specifically we will work to achieve the following objectives:

- governments and the international community to properly resource conflict prevention efforts and to, at the very least, implement the UN Secretary General's call for 2 percent of the annual UN peacekeeping budget allocation (i.e. some \$100 million) to conflict prevention, including through enhanced mediation efforts;
- global and regional intergovernmental organizations, and national governments, to strengthen institutional structures for conflict prevention and resolution;
- the private sector to promote conflict-sensitive business practices to positively affect the environments in which they operate;
- the media to intensify its efforts at awareness-raising on conflict prevention, with more reporting on conflict prevention success stories;
- civil society organizations to promote a global culture of conflict prevention that rejects violence and seeks to solve problems through dialogue and negotiation among individuals, groups, and nations;
- governments, the private sector and civil society to, especially by providing employment opportunities, meet the challenge of an exploding global youth population that provokes precarious conditions for millions of youth worldwide. This situation undermines the possibility of progress in unstable countries and risks destroying the political and social fabric in countries that are currently stable;

and, in order to effectively advance these objectives:

- the establishment of an International Panel on Conflict Prevention and Human Security, and a Parliamentarians Network for Conflict Prevention and Human Security, as practical advisory and advocacy mechanisms that will focus attention on key policy issues and help shorten the time between early warning and effective early response.



## **Endorsed by**

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## Outline on the “International Panel on Conflict Prevention and Human Security”

1. Advances in the conflict prevention area have progressed more slowly than in equivalent fields (e.g. mainstream development, environment, climate change, and human rights). This is due in large part to the lack of authoritative information on the potential threats, risks, costs, impacts, effectiveness and capacity of responses, the lack of information on success stories of conflict prevention, and on the effect of violent conflict on national interests. Added to the lack of an effective conflict prevention lobby, this weakens the evidence base for new policy and institutional approaches and reduces public pressure for timely action.
2. We therefore propose the creation of a multi-year International Panel on Conflict Prevention and Human Security as one practical mechanism to build domestic and international political will to shorten the time between early warning and effective early action. The Panel is a structural improvement in the prevention architecture to address the existing critical barriers to preventing violent conflict. It will result in a qualitative improvement and heightened awareness of the information on conflict prevention by providing an empirical basis for policymakers to promote and enable preventive diplomatic action earlier than at present.
3. The UN High-Level Panel on Threats and Challenges and the UN SG 2006 Assessment Report on the Prevention of Armed Conflict have examined the barriers to effective conflict and crisis prevention and the deficiencies in the international system

Though identifying critical issues of political will (e.g. Rwanda) or conflicting national interests (e.g. Sudan) they also note key structural issues that contribute to the problem of inaction and a lack of investment in conflict prevention:

- lack of an authoritative information centre for research and analysis of threats and a lack of understanding of what comprehensive prevention measures are, their impacts and their costs;
- incomplete understanding of how conflict and instability impacts countries' core international objectives (e.g. development, organized crime, energy security), leading to lower priority for investment in preventive actions that help secure these benefits;
- lack of effective coordination and information flow and immature mechanisms for implementing coherent cross-government responses to underlying risks and emerging threats using aid, defense, diplomatic and criminal justice tools;
- lack of an effective assessment on prevention capacity and development and a lack of coordination between local regional, and international levels;
- insufficient resources for prevention efforts tied to a lack of political will with no lobby.

Establishing the Panel will help accelerate the shift of focus towards prevention by providing a strong evidence base and it will stimulate public pressure for action.

**4.** The Panel's aims are:

- to provide a coherent and robust basis for moving policy to preventive action;
- to provide an authoritative assessment of international efforts and structures to prevent and resolve violent conflict and crises;
- to provide a focus for policymakers and the research community over areas of significant policy relevant research.

**5.** To achieve these aims, the Panel will collate and review data and research on early warning, early response, as well as on the level of information and awareness of conflict prevention, and produce annual or bi-annual assessment reports. Through its reports, the Panel will make recommendations on preferable early response measures and on the potential effects and options for strengthening and improving early response mechanisms to States and international organizations. The Panel will also have a long-term threat assessment function to raise awareness on the potential for violent conflict. This will enable the panel to make recommendations to enhance long-term prevention efforts, which will facilitate and encourage policymakers' moves towards conflict prevention.

6. The Panel's structure needs to be detailed in a full proposal. However, it may be similar to a more long-term High-Level Panel, such as the UN Threats and Challenges Panel, or to the more robust International Panel on Climate Change, though it will not be as large in its structures and personnel. It is open to all UN member states. Specific details of the actual timeframe, analyses, and reporting procedures will also need to be developed further in a full proposal.
7. It is suggested to launch a proposal for the Panel through the signatories to the Geneva Declaration on Armed Violence and Development. The proposal will outline in the first instance:
  - the overall mission, objectives and framework for the Panel;
  - its position in relation to the UN;
  - the form of a stronger policy/research dialogue; and
  - the necessary initial funding.

*It remains to be decided how to adequately establish this new prevention capacity either within the UN system or outside.*

8. The Task Force will act as the initial facilitator of the process by developing the background research and advocating for the Panel. The Task Force will host the Panel's launch conference and will assemble an initial funding consortium of interested governments and private foundations. The aim will be to establish this as a self-standing multi-year process with a wide range of public and private funders. The involvement of governments as an interested and financially tied audience is vital to establishing the Panel's authority.

## **Outline on the “Parliamentarians Network for Conflict Prevention and Human Security”**

- 1.** The EastWest Institute’s International Task Force on Preventive Diplomacy seeks to strengthen practical mechanisms to build domestic and international political will towards conflict prevention in order to shorten the time between early warning and effective early action to prevent violent conflict. To this end, and in line with its Guiding Principles, the Task Force proposes to establish the Parliamentarians Network for Conflict Prevention and Human Security over the coming years that will promote and enable preventive diplomatic action within government.
- 2.** Parliamentarians have the opportunity to bring political attention to conflict prevention and to hold governments to account for their inaction. This network will also help raise awareness of the importance of conflict prevention with the public, and will raise media attention. It will also help to ensure sustainability and interest in advancing conflict prevention activities and structures at the national and international levels.
- 3.** The Network will explore ways to gear legislative mechanisms and structures to direct political will towards conflict prevention at the national level by reinforcing government accountability to parliament. It will explore ways to encourage the allocation of proper resources towards conflict prevention as well as to build capacity.
- 4.** Focus will be placed on countries where there is either proven interest in conflict prevention or an opportunity to build conflict prevention capacity. Once these initial national parliamentary networks are established, they will be linked within an international network of parliamentarians.

**5. The Parliamentarians Network for Conflict Prevention and Human Security will:**

- produce and disseminate information;
- strengthen international cooperation;
- influence legislation;
- hold Governments accountable to report promptly on threats and challenges to peace and on their responses;
- build capacity; and
- institutionalize and mainstream conflict prevention.

## The Task Force: 2008–2010

In 2008 and beyond, the Task Force will be moving ahead with its program of work towards achieving its strategic goal. The following activities are planned:

- Work towards the establishment of an “International Panel on Conflict Prevention and Human Security”;
- Work towards the establishment of a “Parliamentarians Network for Conflict Prevention and Human Security” with the goal of developing support for national and international legislative mechanisms and structures to direct political will and resources towards conflict prevention;
- Continuation of the advocacy and awareness-raising campaign for conflict prevention targeted at national and international policymakers, media, business, civil society and the global public;
- Establishment of a media network for conflict prevention made up of a broad informal alliance of media organizations and journalists who promote and work on conflict prevention;
- Development of a resourcing framework for preventive diplomacy.

### Meetings in 2008

Three Task Force meetings and a retreat are planned for 2008.

The Task Force Core Group members are scheduled to meet in April at Yale University for their first meeting of the year, upon invitation by Yale University. The second meeting is to be jointly held in Jerusalem and Ramallah in September. The third meeting in 2008 is envisaged for late November.



# PROJECT FRAMEWORK

# Project Description

## Executive Summary

The EastWest Institute established a multi-year “International Task Force on Preventive Diplomacy” as the flagship of its Conflict Prevention Program. The Task Force has one core purpose: investigate and promote concrete ways of strengthening practical mechanisms to build domestic and international political will to shorten the time between early warning and effective early response to violent conflict. To this end, the Task Force adopted its “Rules of Procedure” (see page 24) as well as a set of “Guiding Principles” (see page 21) as a framework for its activities over the next few years.

## Background

As wider international involvement in peacekeeping and peace support operations grew after the end of the Cold War, there has also been growing interest in the possibilities for conflict prevention at an international level. Over the last fifteen years, international conflict prevention initiatives have produced several high-profile reports with clear recommendations for action. Milestones include:

- 1992:** “Agenda for Peace” by UN Secretary General, Boutros Boutros Ghali.
- 1997:** Carnegie Commission on Preventing Deadly Conflict.
- 1999:** Sweden’s Ministry of Foreign Affairs, “Preventing Violent Conflict – A Swedish Action Plan.”
- 2000:** UN “Report of the Panel on United Nations Peace Operations” (the “Brahimi Report”).
- 2000:** G8 Action Plan on Conflict Prevention.
- 2000:** UN Security Council Resolution 1325 on Women, Peace, and Security.
- 2001:** EU Action Plan on Conflict Prevention.
- 2001:** Report of the UN Secretary General on “Prevention of Armed Conflict”.
- 2002:** International Commission on Intervention and State Sovereignty.

- 2004:** German Government Action Plan on “Civilian Crisis Prevention, Conflict Resolution and Post-Conflict Peace-Building”.
- 2005:** UN Report: “A more secure world: our shared responsibility. Report of the High-level Panel on Threats, Challenges and Change.”

## Goals and Objectives

The Task Force seeks to strengthen practical mechanisms to build domestic and international political will to shorten the time between warning and effective response, thus contributing to making conflict prevention a reality of the politics of the 21<sup>st</sup> century. It does not duplicate but builds on previous work by addressing the cracks in the current conflict prevention architecture; advocates for increased capacity building, mainstreaming and institutionalization of conflict prevention; fosters coherence of ideas and instruments; and advocates for determined and consistent action. The Task Force will also mobilize a broad international conflict prevention constituency to increase its impact. To achieve this goal the Task Force objectives are to:

**Build domestic and international political will:** The crux of conflict prevention policy is the lack of effectiveness in putting conflict prevention into practice. Making conflict prevention real requires mobilizing the political will of individual states and the international community. We need to move from bemoaning the lack of political will to mobilizing it through appropriate institutional structures, advocacy, and ‘mainstreaming’ conflict prevention. The absence of political will and informed strategies, as well as experienced personnel and adequate financial resources, lead many actors to concentrate on actual instead of potential conflicts. It is, however, better to prevent potential conflicts than to defuse acute ones—not least with a view to human suffering, costs, risks and lost opportunities in life. The common use of early warning mechanisms and data, and the agreement on threat analyses and operative consequences to be drawn from them are essential for the international community to arrive at a common conflict prevention engagement.

**Improve the international infrastructure for conflict prevention:** The institutionalization of conflict prevention nationally and internationally is important. Conflict prevention endeavors will only be effective and ultimately successful if they not only focus on the causes of conflict, but on the processes and actors involved in the escalation of violence as well. It is, therefore, essential to create and institutionalize political regulatory mechanisms for settling conflicts by non-violent means. The Task Force serves as a tool to raise conflict prevention awareness and advocate capacity building of governmental and parliamentary structures, as well as business elites.

**Foster the coherence of actions and instruments:** The Task Force does not deal with and discuss individual existing and potential conflicts. Rather, it plays the role of an adviser, promoter, initiator, innovator, and watchdog, assessing international conflict prevention cooperation and elaborating and marketing proposals for improvement in the field of institution building but not limited to it. It is essential that the Task Force link all relevant players (governments, parliaments, academics, NGOs, and the private sector).

**Explore the links between preventive diplomacy and related policy areas,** such as climate change, water resources, health, development, environment, poverty reduction, and/or the role of the corporate sector.

## Project Implementation

EWI serves as the Secretariat of the Task Force; as such EWI plays the role of a facilitator, as well as an accumulator, consolidator, and distributor of knowledge. EWI coordinates the content output and organizational set-up of the Task Force. For the implementation of the above-mentioned objectives, the Task Force has developed a set of “Guiding Principles” (see page 21), which put forward a novel approach to conflict prevention.

## Operationalization

Tapping into its wide network of global leaders in different areas and disciplines, EWI has ensured the participation of high-level government representatives, parliamentarians, academics, civil society, scientists, NGOs, and business representatives from G8, BRICS, and other countries, as well as representatives from international organizations to compose an internationally balanced cluster. An international group of 17 highly recognized experts in conflict prevention from around the world forms the Task Force’s Core Group. The Core Group receives support from a High-Level Advisory Board of eminent persons and can draw on a pool of conflict prevention practitioners and scholars. In order to achieve the aforementioned goals the Task Force:

- adopted its internal structure and operational policy at its inaugural meeting;
- engages decision-makers, stakeholders, and the interested public in a dialogue on action-oriented conflict prevention;
- conducts reviews on an annual basis to ensure that its work responds well to the complex challenges of reforming conflict prevention policy making and has developed an internal *modus operandi* that corresponds to its tasks, including steps to evaluate and adapt its approach.

# Task Force Guiding Principles

The goal of the International Task Force on Preventive Diplomacy is to investigate and promote concrete ways of strengthening practical mechanisms to build domestic and international political will to shorten the time between early warning and effective early response to prevent violent conflict. To address this challenge, the Task Force will:

## **1. Find responses to early warning mechanisms**

Early warning and early response/action are central pillars of conflict prevention. While information on the performance of existing early warning mechanisms is still developing, the central challenge is how to move from early warning to early response, from information gathering, analysis, and strategy development to the mobilization of stakeholders and the actual implementation of adequate responses. The Task Force will identify the key roadblocks in the process, develop respective policy recommendations, and advocate in the corridors of power at the national and international levels for their adoption.

## **2. Develop consensus recommendations for governments and the international community**

The Task Force will arrive at a shared understanding of conflict prevention challenges and of the practical measures to address those challenges. On this basis, the Task Force will formulate concrete policy recommendations for government and international decision-makers. To have real impact, the Task Force will go beyond mere formulation and engage in active and action-oriented advocacy in national capitals and with international organizations.

## **3. Produce and disseminate thought leadership**

In addition to providing concrete policy recommendations for decision-makers, the Task Force will produce innovative policy and background papers addressed to a wider public. While conflict prevention is being discussed in many venues, there is a gap between action-oriented measures and policy driven expertise. The Task Force will fill this gap by adding an authoritative voice to the broader discussion and also by promoting positive action in

the relevant venues, for instance by enlisting the media in the wider communication of the Task Force's findings and recommendations.

#### **4. Link theory and practice, actors and policies**

To achieve meaningful results, it is essential to bridge the gaps between the idea of conflict prevention and conflict prevention practice, and between academics and policymakers. The Task Force will address conflict prevention as a concept and as a policy, scrutinizing the accumulated knowledge and different approaches for their practical relevance and applicability. The Task Force will work towards building strong links between different structures (governments, parliaments, business elites, civil society) and different policy areas that are – or should become – concerned with conflict prevention. The comparative advantages offered by different actors in the field of conflict prevention will be thoroughly assessed to assist in setting the parameters for cooperative task sharing and to manage the division of labor among those actors.

#### **5. Strengthen cooperation**

The Task Force will identify and review existing cooperation and coordination mechanisms against the current best practice for practicality and relevance. The Task Force will also develop new proposals to improve existing mechanisms and to jump-start new or thus far underutilized ones. New and improved mechanisms will only be proposed when they enhance current preventive measures necessary to ensure coherence of actions and instruments, or, when they provide an entirely new instrument for improving the practical functioning of conflict prevention and preventive diplomacy for the international community.

#### **6. Influence legislation**

An international parliamentary initiative will be set up within the framework of the Task Force to find ways to gear legislative mechanisms and structures to direct political will and resources towards conflict prevention. The Task Force sees itself in an enabling role, carrying the message of conflict prevention's positive attributes and vital importance to the international community and to those with the ability to take action. To this end, the Task Force will tackle the challenges listed below.

#### **7. Build capacity**

The Task Force seeks to strengthen conflict prevention capacity where it already exists, and to build it where it is lacking. The Task Force will contribute to the development of a new international conflict prevention infrastructure by providing fresh thinking and practical policy recommendations and by acting as an effective advocacy body at the national and international levels.

## **8. Institutionalize conflict prevention**

Conflict prevention requires effective institutional structures. Institutionalizing conflict prevention entails replacing the current ad hoc approach with a systematic and conscious conflict prevention routine. The Task Force will consider both internal (national level) and external (international level) dimensions of conflict prevention. It will combine bottom-up and top-down approaches to foster and institutionalize an effective multi-layered system of conflict prevention comprising local, regional, and global levels and actors.

## **9. Mainstream conflict prevention**

Conflict prevention cuts across many policy areas, from classic security to development, environment, and economic policy. To be coherent and effective, conflict prevention needs to be mainstreamed by these different policy areas. The Task Force will address the challenge of mainstreaming by combining expertise from the fields affected.

In order to achieve the aforementioned goals, the Task Force:

- Serves as an adviser, initiator, innovator, and advocate on preventive diplomacy;
- Engages political, social, and private sector decision-makers, stakeholders, and the public in an open dialogue on action-oriented conflict prevention;
- Takes a broad and forward looking view of conflict prevention topics such as water, health, development, environment, poverty reduction, climate change, and the role of the corporate sector;
- The Task Force has developed an internal modus operandi that corresponds to its mission, including steps to evaluate and adapt its approach, and conducts annual internal reviews to ensure that its work responds effectively to the complex challenges of reducing the time between early warning and effective political action.

## Core Group Rules of Procedure

1. **Legal Status:** The Task Force Core Group (CG) will not be a legal entity.
2. **Secretariat:** The EastWest Institute (EWI) will serve as the Secretariat to the Task Force.
3. **Membership:** The CG consists of maximum 18 members, determined and appointed by EWI. Members will include high-level government representatives, parliamentarians, academics, civil society, and business representatives. Each member is invited to serve in her/his individual capacity.
  - a. At the suggestion of the Task Force:
    - i. **Guests** may be invited to speak to the Task Force on matters pertaining to its interests, but do not receive voting rights.
    - ii. **Observers** may be invited to attend the closed sessions of the Task Force meeting and may on occasion be invited to make comment. They do not receive voting rights.
  - b. In its role as Secretariat of the Task Force, EWI will provide proper support to the Task Force. EWI is responsible for the proper functioning of the Task Force Secretariat including staffing and funding.
  - c. As a group, the Task Force CG may request briefings, background material, commissioned papers or meetings with persons of interest to the work of the Task Force. The Secretariat will do everything within its power to carry out the requests of the Task Force CG.
  - d. Individual members or groups of members have the right to request from the Secretariat: briefings, background material, commissioned papers, or meetings with persons of interest to the Task Force. Each request will be considered individually and in relation to the work of the Task Force. The Task Force Secretariat will do its best to respond positively to each request, but reserves the right not to acquiesce to every request from the individual member or group of members making such request.



- 4. Duration of Service:** CG members are appointed by EWI for a period of two years, beginning with the constituting session. Membership will end automatically after this period unless members are re-appointed for a second 2-year term. Members may also submit their resignation from the CG by written notification to the EWI Secretariat.
- 5. Remuneration:** Membership in the CG is honorary.
- 6. Meetings:** The CG will meet three times per year, one of which will include the full Task Force and the High-Level Advisory Board. EWI, the High-Level Advisory Board and the CG itself can propose extraordinary meetings. EWI will, in close cooperation with the CG, provide agendas for the meetings. Meetings and locations will be organized by EWI in close conjunction with the CG, suggestions from the CG regarding time and place of meetings are welcome and will be an Agenda item at each meeting.
- 7. Governance:** EWI will nominate the Chair of the Task Force and its two Deputy Chairs. The responsibilities of the Chair include the moderation of the meetings, communications on behalf of the Group with EWI and with external actors and other associated functions as necessary.
- 8. Agreements:** The CG's decisions shall be by consensus.
- 9.** The CG will document all of its proceedings and report on its program of work annually to the Task Force High-Level Advisory Board. The Secretariat will keep the Board of Directors of EWI informed on an ongoing basis.
- 10.** The High-Level Advisory Board will provide support and guidance to the Task Force CG.
- 11.** EWI reserves the right to dissolve the Task Force.

## Role of the High-Level Advisory Board

The role of the High-Level Advisory Board members as outlined and agreed upon by all members of the Task Force is as follows.

The High-Level Advisory Board members will:

- Provide advice and comment to the Core Group on the program of work and on specific proposals presented at full Task Force meetings and guide the Core Group in its future direction;
- Provide moral and public support to the Core Group and the work of the Task Force and lend their support for the work of the Task Force through the media;
- Advocate for the recommendations of the Task Force with high-level decision-makers where appropriate;
- Engage political, social, and private sector decision-makers and stakeholders in an open dialogue on the importance of preventive diplomacy and its centrality to conflict prevention;
- Serve as an informal body to help the Task Force respond promptly to shifting priorities of international decision-makers.
- Where appropriate, produce short policy papers, which will be published by the Task Force on topics of critical concern to the Task Force. The Secretariat provides support, if need be.

# **2007 MEETING SUMMARIES AND ACTIVITIES**



## **HIGH-LEVEL ADVISORY BOARD WELCOMING REMARKS TO THE CORE GROUP**

### **Dear Fellow Task Force Members,**

Today marks the inaugural meeting of the Core Group of the EastWest Institute's International Task Force on Preventive Diplomacy. Never before has the need to make preventive diplomacy a priority been more imperative. In response to this challenge, this timely and innovative project offers the international community a significant opportunity to shorten the time between early warning and preventive action and thus improves its capacity and infrastructure for conflict prevention.

The Task Force will not duplicate but instead build on previous work by addressing the cracks in the current conflict prevention architecture. It will advocate for increased capacity building, mainstreaming, and institutionalization of conflict prevention. It will foster coherence of ideas and instruments, and advocate for determined and consistent action. The Task Force will also mobilize a broad international conflict prevention constituency to increase its impact.

We wish to thank the EastWest Institute for organizing this important initiative. Our special thanks go to the President and CEO, John Edwin Mroz, and Ambassador Ortwin Hennig for their dedication and vision for this project. We welcome all the eminent members of the Core Group from all over the world and thank them for their commitment. We wish you, the Core Group, the very best for this undertaking and offer you our support for the future. In responding to this challenge together, it is our sincerest hope that our contribution will make an important difference.

As we lay the foundation for what will be a driving force for preventive diplomacy, we wish you a productive inaugural meeting and look forward to our close collaboration.

Sincerely,

**Sadig Al-Mahdi** (Sudan)

*President of Umma Party and Imam of Alansar, Sudan; Former Prime Minister of Sudan.*

**Kim Campbell** (Canada)

*Board member of Club de Madrid; Former Prime Minister of Canada.*

**Jan Eliasson** (Sweden)

*Special Envoy of the United Nations Secretary-General for Darfur; Former Foreign Minister of Sweden.*

**Gareth Evans** (Australia)

*President and CEO of International Crisis Group; Former Foreign Minister of Australia.*

**El-Hassan bin Talal** (Jordan)

*His Royal Highness of the Hashemite Kingdom of Jordan; President of the Arab Thought Forum.*

**Thorvald Stoltenberg** (Norway)

*President, Red Cross Norway; Former Defense and Foreign Affairs Minister.*



## **May 22, 2007**

At the invitation of the Belgian Foreign Ministry, the Task Force Core Group held its inaugural meeting at Palais d'Egmont in Brussels on May 22, 2007. Herman De Croo, president of the Belgian House of Representatives, officially welcomed the Task Force Core Group.

During the meeting, the Core Group members agreed upon the Task Force “Core Group Rules of Procedure” (*see page 24*), the “Guiding Principles” (*see page 21*), and the general framework for the Task Force process. Additionally, the Task Force website was launched (please visit: [www.ewipreventivediplomacy.org](http://www.ewipreventivediplomacy.org)).

The “Welcoming Remarks” (*see page 28*) from the High-Level Advisory Board members were read out by Task Force Chairman, Ortwin Hennig.

## **September 5, 2007**

The second meeting was held in Istanbul at the invitation of the CEO of Ihlas Holding A.S. and Task Force member Ahmet M. Oren on September 5, 2007. This meeting established the foundation for the proposals on the creation of an “International Panel on Conflict Prevention and Human Security” and a “Parliamentarians Network for Conflict Prevention and Human Security” to be discussed during the December 2007 meeting with the Task Force High-Level Advisory Board members.

The Core Group members also began preparations for more detailed discussions on advocacy, awareness-raising, and resourcing for conflict prevention activities.

The Honorable Egemen Bağış, member of the Turkish Parliament, foreign policy advisor to the prime minister, and a vice chairman of the AK Party, welcomed the Task Force members on behalf of the Turkish authorities and called the meeting a timely and geographically significant event given Turkey’s role on the international stage. He praised the concept of preventive diplomacy and EWI’s efforts to institutionalize it.

### **December 3, 2007**

The third meeting on December 3, 2007, in Brussels was also the first joint session between the Task Force High-Level Advisory Board and the Core Group members.

Belgian Minister of Foreign Affairs Karel De Gucht delivered the official opening speech (*see page 32*). He spoke of the Task Force as a “pioneering initiative” and commended its efforts to raise awareness and generate action for conflict prevention. HRH Prince Philippe of Belgium was among the honored guests at the meeting.

The Task Force members adopted a paper on the “Role of the High-Level Advisory Board” (*see page 26*). Their discussions then focused on the Task Force’s program of work, which resulted in the adoption by the High-Level Advisory Board of a Declaration “Making Conflict Prevention Real” (*see page 8*). The Declaration outlines two initiatives that the Task Force will work towards establishing: an “International Panel on Conflict Prevention and Human Security” and a “Parliamentarians Network for Conflict Prevention and Human Security”. The deliberations were based on first draft outlines for these initiatives.



## **OPENING SPEECH BY BELGIAN MINISTER OF FOREIGN AFFAIRS, KAREL DE GUCHT**

Monseigneur, Your RH Prince Hassan Bin-Talal, Mister President, Ladies & Gentlemen, May I warmly welcome you all at this first joint meeting of the High-level Advisory Board and the Core group of the International Task Force on Preventive Diplomacy and especially Mr. John Mroz, President and CEO of the EastWest Institute.

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On May 22<sup>nd</sup> of this year the EastWest Institute launched, in this same room, a pioneering initiative by convening an “International Task Force on Preventive Diplomacy” composed of 18 internationally recognized experts in the field of conflict prevention.

They have been tasked to investigate, devise and promote practical mechanisms to generate domestic and international political will to shorten the time between “early warning” and effective “early response” to prevent violent conflict. The time period in between early warning and response is the specific niche of your endeavors. And indeed, appropriate action in that period can be highly determining for a potential conflict to either evolve towards renewed stability, or to degenerate into violence and destruction.

Even if “early warning/early response” has come a long way since its inception in the nineties, we must recognize that many gaps remain in the current national and international architecture for conflict prevention.

Strengthening conflict prevention awareness is a first step on the long path to generate political willingness by governments, parliaments, civil societies and the international community at large. Efficient and reliable early warning systems may be available, but they need to adjust and diversify in reply to new threats on the horizon. The impact of migration, climate change, lack of access to land or fresh water and the competition for natural resources, these new challenges also require effective response mechanisms.



The international record for timely mobilization of the necessary financial, human and material resources to address crises before they turn into open conflicts has not always been very successful. Conflict prevention is not just about mobilization of military assets. It's much more than that. It's the mobilization of a large scope of assets going from diplomatic action to economic, judicial, social and academic approaches, besides civilian crisis control instruments, and without ignoring the valuable contribution that can be delivered by civil society organizations and the business community.

Belgium's approach to conflict prevention and peace consolidation centers on the concept of "human security" – security cannot be reduced to the security of the State: the human being is the main focus. Poor governance, structural inequalities, institutionalized corruption and violations of human rights and the proliferation of small weapons have a direct impact on millions of human lives. Strengthening state structures should never make us lose sight of their ultimate finality: the wellbeing of the people.

The challenge potential conflicts brought to the international community requires an effective multilateral approach, of which Belgium is a strong advocate, whether in the framework of the EU or the United Nations. Coming back to your meeting of today, two proposals on your agenda were brought to my attention. The first one pertains to the creation of an "International Panel on Conflict Prevention and [Human] Security", acting as a kind of lobby group. Its ambition: trying to influence stakeholders for moving policy to preventive action. Without prejudging neither your discussions on this matter, nor your final decision, it sounds like an attractive proposal with great potential, provided:

- That its members duly represent the international community at large;
- That they put together strong insights in national and international conflict mechanisms;
- That they have access to authoritative information on potential threats, risks, costs, effectiveness, and capacity of response.
- That the panel establishes strong links with international organizations such as the UN and the EU, but also regional organizations that have already a proven record in conflict prevention, or the potential to develop it;
- That there is a clear "mission statement" and a clear "added value" without overlap with other similar endeavors, like for example those in the UN-framework;
- That it is supported by an effective staff of experts.

I am quite confident that these concerns are being taken into account in the development of the concept. The second proposal relates to the creation of a "Parliamentarians Network for Conflict Prevention", with the purpose to promote and enable preventive diplomatic action within governments.

I am convinced that every initiative that helps to raise awareness of the imminence of a conflict outburst should be welcomed, the more so that through parliamentarians you may attract much more media attention and reach the broader public. Parliaments are undoubtedly very strong symbols of national ownership of conflict prevention initiatives. But for them too, quality of information is crucial, as well as complementarity and synergy with existing mechanisms in all spheres, not in the least in civil society.

Your quest for added value in both new initiatives might find inspiration in the slow progress achieved to date in implementing fully the provisions of resolution 1325 (2000) on Women and Peace and Security. Both the panel and the network could produce significant added value by developing pro-actively operational mechanisms to advance the objectives of resolution 1325 in an early response environment. Well balanced participation of women in peace processes and conflict prevention seems to be one of the biggest challenges, and at the same time one of the best promises for the future. May the EastWest Institute and all of you contribute to a major breakthrough in this regard.

Monseigneur,  
Your RH Prince Hassan Bin-Talal,  
Mister President,  
Ladies & Gentlemen,

You have looked into the state of the world, and you have seen white spots in the conflict prevention landscape, as well as new thunderclouds building up on the horizon. It is our duty as human beings to act decisively for the prevention of new man-made disasters. You have the merit not only to increase awareness inside the world community, but also to develop new mechanisms to inspire decision-makers to engage swiftly in concrete actions before it is too late. I wish you all the very best in your endeavors, and am very much looking forward to the concrete field impact of your initiatives.

Thank you.



## Other Activities

### **Task Force Advocacy Work**

Throughout the year, the Task Force Chairman and members of the Core Group and Secretariat undertook a number of advocacy and awareness-raising meetings with members of potential government partners (e.g.: Canada, Norway, the Netherlands, Belgium), the United Nations, especially with the Department of Political Affairs, and the Peacebuilding Commission, members of the "United Nations Group of Friends for Conflict Prevention", and other important stakeholders in order to further the work of the Task Force among key decision-makers.

The outcome of these activities resulted in increased visibility and support for the Task Force amongst strategic potential partners in the field of conflict prevention.

### **High-Level Advisory Board Video-Publication**

Towards the end of 2007 the High-Level Advisory Board members participated in a video-publication on Preventive Diplomacy which is to contribute to the Task Force's first public outreach activity. It is planned that the video-publication will be developed into a longer version for distribution later in 2008 to universities and media networks worldwide.

### **The Task Force And The Conflict Transformation Collaborative**

In conjunction with the work of the Task Force, EWI, with support of the UNDP's Bureau for Crisis Prevention and Recovery as host, held the inaugural meeting of the Conflict Transformation Collaborative in Geneva, from November 25-28, 2007.

A group of 30 experts and practitioners in the field of conflict prevention and conflict transformation gathered from all continents to share lessons learned and to identify ways of strengthening and enhancing the growing field of conflict transformation.

In the course of an intense and productive three-day workshop, the participants and the organizers agreed that a solid foundation was laid to continue the process of the Conflict Transformation Collaborative, turning it into a global network for the enhancement of the field. Participants felt that there is a great potential synergy between the Task Force and the Conflict Transformation Collaborative, the realization of which would contribute to EWI's commitment to the prevention of violent conflict.

The Task Force members have equally indicated interest in the work of the Conflict Transformation Collaborative and a decision on the future collaboration between the two initiatives is to be taken on the basis of potential synergies between the two groups.

# MEMBERSHIP

## Task Force High-Level Advisory Board Members



**Martti Ahtisaari** (Finland), *Special Envoy of the Secretary-General of the United Nations for the future status process for Kosovo*

Mr. Ahtisaari was elected President of Finland in 1994 and held the position until 2000. In November 2005 Mr. Ahtisaari was appointed as the Special Envoy of the Secretary-General of the United Nations for the future status process for Kosovo.



**Sadig Al-Mahdi** (Sudan), *President of Umma Party and Imam of Alansar*

Mr. Al-Mahdi came into the political limelight in 1964, when he played a significant role in the wide public discussions that led and accompanied the October 1964 popular up-rise. Currently he continues his mobilization efforts to restore peace and democracy to Sudan, and to solve the dialectic between modern life and religious revival in the Muslim World.



**Lakhdar Brahimi** (Algeria), *Former Under-Secretary-General and Special Adviser of the Secretary-General of the United Nations*

Mr. Brahimi was Special Adviser to the UN Secretary-General Kofi Annan from January 2004 to December 2005 during which time he advised the Secretary-General on a wide range of issues, including the areas of conflict prevention and conflict resolution. Mr. Brahimi also played instrumental roles for the UN in South Africa (1994), Afghanistan (2001-2004), and Iraq (2004).



**Kim Campbell** (Canada), *the Right Honourable, P.C., Q.C.*

Ms. Campbell served as Canada's nineteenth and first female Prime Minister in 1993. She is a founding member of the Club of Madrid. Ms. Campbell also serves on advisory boards of numerous other international organizations. She makes frequent appearances on radio and television.



**Jan Eliasson** (Sweden), *Ambassador, Special Envoy of the United Nations Secretary-General for Darfur*

A veteran in the fields of diplomacy and foreign relations, Mr. Eliasson served from 1994 to 2000 as State Secretary for Foreign Affairs. In 1992, he was appointed the first United Nations Under-Secretary-General for Humanitarian Affairs and was involved in operations in Somalia, Sudan, Mozambique and the Balkans.



**Gareth Evans** (Australia), *President and CEO of International Crisis Group*

Mr. Evans spent 21 years in Australian politics, 13 of them as a Cabinet Minister. As Foreign Minister he was best known internationally for his role in developing the UN peace plan for Cambodia, helping conclude the Chemical Weapons Convention, and helping initiate new Asia Pacific regional economic and security architecture.



**El Hassan bin Talal** (Jordan), *President of the Arab Thought Forum*

El Hassan bin Talal graduated from Oxford University with a B.A. (Hon.) and M.A. in Oriental Studies. He initiated, founded and is actively involved in a number of Jordanian and international institutes and committees, and has also been a prolific contributor to regional and international issues.



**Thorvald Stoltenberg** (Norway), *President of the Norwegian Red Cross*

Formerly the Foreign Minister and Minister of Defense of Norway. In 1990 Mr. Stoltenberg became UN High Commissioner for Refugees. In 1993 he was appointed Special Representative of the UN Secretary-General for the former Yugoslavia and UN Co-Chairman of the Steering Committee of the International Conference on the former Yugoslavia.

## Task Force Core Group Members



**Brigalia Bam** (South Africa), *Chairperson, Independent Electoral Commission*  
Dr Bam has served on several public bodies, inter alia as a member of the South African Human Rights Commission. She is Founder and President of the Women’s Development Foundation and has numerous other memberships and interests.



**Gidon Bromberg** (Israel), *Israeli Director, Friends of the Earth Middle East*  
Mr. Bromberg is the founder and director of “Friends of the Earth Middle East”. In April 2007, Yale University awarded him a 2007 fellowship for global leadership: the Yale World Fellows program.



**Scilla Elworthy** (UK), *Founder Oxford Research Group & Peace Direct*  
Dr. Scilla Elworthy founded the Oxford Research Group in 1982 and Peace Direct in 2004. She was awarded the Niwano Peace Prize in 2003 and nominated three times for the Nobel Peace Prize.



**Gernot Erler** (Germany), *Minister of State, Federal Foreign Office*  
Mr. Erler has been the Minister of State at the German Federal Foreign Office since November 2005. Mr. Erler has also been a Member of the German Bundestag since 1987.





**Carmen Maria Gallardo Hernandez** (El Salvador), *Vice-Chairperson, UN Peacebuilding Commission; Ambassador and Permanent Representative of El Salvador to the United Nations*

Ambassador Hernández served previously as the Coordinator for International Cooperation for El Salvador's Supreme Court. Between 1995 and 1996 she served as the Executive Director of the Salvadoran Foundation for Peace.



**Peter Gastrow** (South Africa), *Institute for Security Studies, Cape Town Director*  
Mr. Gastrow served as a member of parliament and in 1991 participated in the creation of the National Peace Accord. Prior to the first democratic election in 1994, he chaired one of the Councils of the transitional government.



**Thomas Greminger** (Switzerland), *Head of Political Affairs Division IV / Human Security; Chairman of the Centre for Peace Promotion (Swiss Peace)*

In 1992 Ambassador Greminger became adviser for development policy at the Swiss Agency for Development and Cooperation (SDC). In 1996, he became head of the Development Policy and Research Division of the SDC.



**Ortwin Hennig** (Germany), *Vice President, Head of the Conflict Prevention Program, EastWest Institute, Ambassador*

Prior to joining EWI, Ambassador Hennig was Commissioner for Civilian Crisis Prevention, Conflict Resolution and Post-Conflict Peace Building for the German Federal Foreign Office in Berlin.



**Mahmoud Labadi** (Palestine Territories), *Foreign Relations Commission, Palestinian Authority*

Mr. Labadi was formerly the Spokesman for the Palestine Liberation Organization and Editor-in-Chief of "Palestine Bulletin". Mr. Labadi also worked for the Palestinian Authority as Director General in the Ministry of Economy and Trade in Ramallah.

## Task Force Core Group Members



**Nick Mabey** (UK), *Chief Executive of E3G*

Mr. Mabey was formerly a senior advisor in the UK Prime Minister's Strategy Unit leading work on a variety of policy areas, including energy, fisheries, unstable states and organized crime. Before he joined the government sector he was Head of Economics and Development at WWF-UK.



**Ahmet M. Oren** (Turkey), *CEO of Ihlas Holding A.S., EWI Board Member*

Mr. Oren began working for Ihlas Holding after studying economics and has served in various IT and media related positions within the group. He is a board member of several international organizations, including EWI.



**Paul B. Stares** (USA), *General John W. Vessey Senior Fellow and Director of the Center for Preventive Action, Council on Foreign Relations*

Mr. Stares was the former Vice President of USIP's Center for Conflict Analysis and Prevention. He currently focuses on conflict prevention strategies for key areas of concern at the Council on Foreign Relations.



**Ali Tabatabaee** (Iran), *Director of the Division of International Organizations Group, Center for Strategic Research*

Mr. Tabatabaee is both the Director of the Division of International Organization Group at the Center for Strategic Research in Iran and Assistant Professor in the Faculty of Political Sciences at the Islamic Azad University in Tehran.



**Paul van Tongeren** (the Netherlands), *Secretary General of the Global Partnership for the Prevention of Armed Conflict*

Mr. van Tongeren has been involved in the activities of numerous Dutch NGOs in the field of development cooperation, peace and environment. He founded the European Centre for Conflict Prevention and facilitated the establishment of the Global Partnership for the Prevention of Armed Conflict.



**Dmitri Trenin** (Russia), *Deputy Director of the Carnegie Moscow Center*

Mr. Trenin has been with the Carnegie Endowment Center since its inception in 1993. He served in the Soviet and Russian armed forces from 1972 to 1993. Mr. Trenin has also taught at the Defense University in Moscow.



**Sundeep Waslekar** (India), *President of the Strategic Foresight Group*

Under the auspices of the Strategic Foresight Group, Mr. Waslekar has advised significant business and government audiences. He has been involved in numerous diplomatic activities.



**Zhou Xingbao** (China), *Vice Chairman and Secretary General of the China National Committee Council for Security Cooperation in the Asia Pacific*

Mr. Zhou joined the Ministry of Foreign Affairs in 1965 working in the department of Translation and Interpretation. He has also served his country in foreign missions in the UK & Northern Ireland and in Canada.

## Geographic Representation of the Task Force



**Algeria**



**Norway**



**Australia**



**The Netherlands**



**Canada**



**Russia**



**China**



**South Africa**



**El Salvador**



**Sudan**



**Finland**



**Sweden**



**Germany**



**Switzerland**



**India**



**Palestine Territories**



**Iran**



**Turkey**



**Israel**



**United Kingdom**



**Jordan**



**United States of America**

## EWI's Board of Directors

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EastWest Institute

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Chairman, Clay Finlay Inc.

**Olafur Grímsson**

President of Iceland

(On leave for Government service)

**Stephen B. Heintz**

President, Rockefeller Brothers Fund

**Emil Hubinak**

CEO, Slovak Telecom

**R. William Ide III**

Partner, McKenna Long & Aldridge LLP

**Wolfgang Ischinger**

Ambassador, Embassy of the Federal Republic of Germany in the UK

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Harvard Business School

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Former Executive Vice President,  
Microsoft Corporation

**Peter Maurer**

Ambassador, Permanent Mission of Switzerland to the United Nations

**Thomas J. Meredith**

Co-Founder and Principal,  
Meritage Capital L.P.

**Fraser Morrison**

Chairman, Teasses Capital Ltd

**Frank Neuman**

President, AM-TAK International

**Ahmet Mucahid Oren**

Chief Executive Officer, Ihlas Holding A.S.

**Robert Oxnam**

President Emeritus, Asia Society

**Ross Perot Jr.**

Chairman, Perot Systems Corporation

**Louise Richardson**

Executive Dean, Radcliffe Institute for  
Advanced Study, Harvard University

**Laurent M. Roux**

President, Gallatin Wealth Management  
LLC

**Ramzi Sanbar**

Chairman, Sanbar Development  
Corporation, S.A.

**Armen Sarkissian**, President,  
Eurasia House International

**Leo Schenker**,

Senior Executive Vice President,  
Central National-Gottesman Inc.

**Rockwell Schnabel**

Founder, Director &  
Chairman, Sage Capital Inc.

**Henry J Smith**

CEO, Bud Smith Organization Inc.

**Hilton Smith**

President and CEO, East Bay Co. Ltd.

**Elizabeth Symons**

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& Commonwealth Office (UK)

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