

## **A Draft Proposal for a Global Nonviolent Peace Force**

June 8, 2000

A project of Peaceworkers

**Mission:** To mobilize and train an international nonviolent, standing peace force. The Peace Force\* will deploy to conflict areas to protect human rights and prevent death and destruction, thus creating the space for local groups to struggle, enter into dialogue, and seek peaceful resolution.

\* name under discussion

**Endorsed by:** His Holiness the Dalai Lama (Nobel Peace Prize Laureate)  
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**Jose Ramos Horta** (Nobel Peace Prize Laureate from East Timor)  
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**Recommended by the Peoples Millennium Forum at the United Nations, May 2000**

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"There is an important need to pursue this ideal on a truly global basis, from our deep commitment to inter-dependence and universal responsibility. I wish your efforts every success." His Holiness the Dalai Lama

"This is an idea that is long overdue and needed. The way of is obsolete as a tool of solving problems." John Lewis, U.S. Congressman and civil rights pioneer

"I'm with you 100%." Elise Boulding, former Secretary General of the International Peace Research Association

"The UNV is, therefore, in principle ready to contribute to the efforts geared at developing a global peace force as outlined in your proposal." Dirk Boberg, United Nations Volunteer Agency

"The world needs all the tools we can to keep the peace. It would be the cheapest way to avoid conflict. This is a very good proposal. I think it is timely." Colonel Kent Edberg, Military Advisor to Swedish Mission to the U.N.

"It's obvious that we have to do it now. We've got the resources. The costliness of not doing it has grown." Joanna Macy, author and Buddhist activist

"In a conference on the European Civil Peace Corps last week in Brussels your name and project were mentioned repeatedly in a supporting spirit." Ernst Gulcher, Peace and Disarmament Advisor, Green Party, European Parliament

"With reference to the subject above, we wish to join your organization as nonviolent peace keeping force." Abu Bakarr Kamara, National Forum for Peace and Reconciliation, Sierra Leone

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## **INTRODUCTION/BACKGROUND**

As we venture into the new millennium, we stand at a significant crossroads. Will the next century bring an incessant stream of devastating armed conflicts and brutal violence, like the horrors we have seen in Kosovo, Iraq and East Timor? Or are there alternatives to the endless repetition of such catastrophes?

There is an alternative, one that builds upon the recent experiences of many organizations which have successfully experimented with the application of "Third Party Nonviolent Intervention" techniques in areas of advanced conflict. Out of these experiences has grown a new wave of deliberate nonviolent intervention carried out by some twenty or so organizations around the world: Peace Brigades International (PBI), Witness for Peace, Christian Peacemaker Teams, Balkan Peace Teams, International Fellowship of Reconciliation, Helsinki Citizens Assembly, International Alert, SIPAZ(Servicio Internacional para la Paz) and others took their permanent place alongside ad hoc projects (like Cry for Justice in Haiti). Peace teams are presently working in Colombia, Mexico, Guatemala, the Balkans, Israel/Palestine and Nicaragua.

The 1980's were an important decade for the development of peace teams. During this period, a number of NGO's (non-governmental organizations) like the religious-based Witness for Peace and the nominally secular Peace Brigades International, saw action in Guatemala, Nicaragua, El Salvador, Sri Lanka and Quebec. A small PBI presence in Guatemala, whose "protective accompaniment" deterred the assassination of key human rights workers and supported the creation of a small "space for peace" in that embattled society, contributing greatly to the subsequent reemerging of a democratic society and the peace process:

In 1985, Guatemalan women from Grupo de Apoyo Mutuo (GAM) requested that PBI provide 24 hour nonviolent accompaniment for their leaders after two of its members had been assassinated. Much of Guatemalan civil society had been wiped out by the military at that time, leaving most of the citizens too terrified to act. For the next four years, PBI provided "unarmed bodyguards" around the clock for GAM's leadership. No more group leaders were killed, and the courageous women were able to carry out their work. This encouraged other citizen groups to emerge and begin rebuilding a democratic society. GAM leader, Nineth de Garcia told the New York Times, "Thanks to their presence, I am alive. That is an indisputable truth."

This one episode and there are many like it nonviolent intervention. gives a glimpse of the potential in nonviolent intervention.

Yet when faced with the brutal aggression of the Milosevic regime throughout the last decade, the world has lacked a credible, coherent, and comprehensive response. While some international activists bravely carried out nonviolent strategies with people of the Balkans (and are still doing so), many others could think of nothing better than to go along reluctantly with the NATO response. The situation epitomized the increasing dilemma of the international community when the only widely known alternatives are to do nothing or drop bombs.

Kosovo highlighted the need for substantial, well-organized, international support of the local nonviolent movement. Kosovar Albanian President Ibrahim Rugova was asking for international support of the nonviolent movement in Kosovo as early as nine years ago. There was no substantial response. Alberto L'Abate, Italian activist and a Balkan veteran, believes that 1,000 international peace workers in Kosovo four years ago could have played a significant role in averting the violence of the past year and a half. Their activities could have included protective accompaniment, active support of local nonviolent actions, and training and capacity building of nonviolent and democratic institutions. Nonviolent activists could have also organized international support and media attention for the local nonviolent movement, making visible the possibilities for peaceful resolution.

What has yet to happen is the creation of a standing, trained, nonviolent "peace force" (presumably under some global auspices), that would deploy to regions of serious conflict and demonstrate that there is an entirely different way to respond to such human tragedies than by ignoring them (as in Rwanda) or bombing one or the other combatant into uneasy submission (as in Iraq and Kosovo), both leading to untold and seemingly endless human suffering.

The Global Nonviolent Peace Force represents an alternative to massive military intervention that many people hope for, but does not yet exist. Building on important peacemaking work throughout the world, this Peace Force will bring peacemaking to a dramatic, new level. It will be a key component in the development of a strategic, cohesive, efficient, and effective nonviolent response to brutality and threats of genocidal violence.

As the international peace community gained experience and delivered success with third party nonviolent intervention on a small scale (teams of 3-10 members), the vision of a global nonviolent peace force that could perform larger scale interventions began to emerge. Two international consultations, held in 1994 and 1995, were convened to further develop the idea. In May 1999, at the Hague Appeal for Peace, the Peace Force concept took a dramatic step forward when 9,000 activists from 100 countries drafted a proposal stating among other things that "peace is a human right" and "it is time to abolish war." At this meeting, two North American activists, Mel Duncan, and David Hartsough, agreed to commit their organizations and personal efforts to building the broad-based support and organizational structures necessary for the realization of this vision.

In barely a year this proposal has caught the imagination and enlisted the energies of thousands of people around the world, many of them with considerable experience in cross-border nonviolent intervention. The Hague proposal has been reviewed, discussed, and critiqued by hundreds of nonviolent activists, scholars, military veterans and government leaders from various parts of the world is lays the groundwork for the present proposal.

***To mobilise and train an international nonviolent, standing peace force. The Peace Force will deploy to conflict areas to protect human rights and prevent death and destruction, thus creating the space for local groups to struggle, enter into dialogue, and seek peaceful resolution.***

#### **CONCEPT (CURRENT THINKING)**

The goals of the Global Nonviolent Peace Force project are twofold:

- To build the organization needed to create and maintain a standing Global Nonviolent Peace Force of 200 active members, 400 reserves, and 500 supporters (building up to 2,000 active members, 4,000 reserves, and 5,000 supporters over 10 years)
- To develop the theory and practice of third party nonviolent intervention, in order to significantly increase that tool's effectiveness. (The understanding starts with the experience of existing peace team, human rights, international, and military organizations)

As the vision of the Global Nonviolent Peace Force has unfolded, key thinking and input on various aspects of the vision have been gathered and incorporated. This current thinking is summarized below. As formal research results become available, the design of the Peace Force will be changed accordingly.

#### **Engagement / Intervention Criteria / Role of Peace Force :**

The Peace Force will be deployed at the invitation of local organizations or nonviolent movements working for peaceful change/resolution. Attempts will be made to gain approval from all sides involved in the conflict. (It is recognized that in some extreme situations, the International Governing Board could choose to authorize an intervention without a specific invitation). Strong preference will be given to early intervention. As one woman from Kosovo said at the Hague Conference, "Peace workers need to be at the right place at the right time before violence escalates. Otherwise, we are just counting our mistakes."

Deployment decisions will be made by the Governance Committee. Make up of the particular teams deployed will depend upon the needs of the given situation. Criteria considered for involvement would include:

1. Invitation by a local organization working for peaceful change and resolution.
2. Clear role and contribution that the Peace Force could make.
3. Reasonable chance of success.
4. Organizational and logistical backup.
5. Media backup.
6. Evidence that combatants and/or governments are sensitive to international pressure.
7. Sufficient funding and commitment for duration
8. Analysis that deployment would enhance local efforts for peaceful resolution.
9. Clearly defined plan for disengagement.

A family support network will be developed to provide physical, logistical, emotional and financial support to family and friends of active members while they are deployed. Post action counseling and support services will be made available to members and their loved ones upon return.

### **Recruitment:**

Beginning with 200 active members, 400 reserves, and 500 supporters, the Peace Force will be built to a level of 2,000 active members, 4,000 reserves, and 5,000 supporters over a six-year period. Members will be multiethnic, international, and intergenerational and have various orientations to faith and spiritual practices. Through a screening process, they will need to demonstrate a great capacity for teamwork, listening, communication, multicultural interaction and bearing dangers and frustrations. All members will be committed to nonviolence and disciplined, effective action while participating in a Peace Force mission.

All active members will be paid a salary. A provision for college scholarships and contributions to retirement funds will also be developed. Highly visible participants such as Nobel Peace Prize laureates, religious leaders and former government leaders will also be recruited for specific situations.

Members could be recruited from a variety of walks of life, including:

1. Former peace team members from a variety of organizations.
2. Members of veterans for peace organizations.
3. Women's activist groups.
4. People with military experience.
5. Members of religious and spiritual communities.
6. Veterans of other nonviolent movements: civil rights, national freedom, labor, anti-war, women, environmental,...
7. Retirees.
8. Former Peace Corps volunteers and other veterans of international service.
9. "Ordinary" people willing to volunteer a couple of years working with the Peace Force.
10. Community mediators.
11. YWCA, YMCA, Scouts, etc.
12. Persons who work with children in a variety of roles (teachers, etc.)
13. Mothers and grandmothers.

(We are aware that traditionally, strong interest in peace team work is found among young people and elders, and they will be welcomed into the work.)

### **Training:**

Complex conflict situations require highly qualified competencies. Active members of the Peace Force will take part in a two month general training that focuses on history and theory of

nonviolence, nonviolent peacemaking, cultural sensitivity, listening, mediation skills and conflict transformation. In addition, military training models that focus on preparation for entering conflict situations will be utilized.

A more specific training of up to two months duration will follow focusing on the local area of deployment including language, culture, analysis of the conflict and discussion of appropriate means of peaceful engagement. All or part of this training phase will be done in the deployment area in conjunction with local peacemakers.

Advance training will also be offered in various specialty methods including protective accompaniment, conflict transformation, and mediation. Continuing education will also be required for all members.

**Deployment:**

A clear mandate with a specific strategy and precise objectives tailored to the conflict area will be established before deployment. Strategies and tactics will be designed to lessen violence or its potential, create space for peaceful and just resolution, and empower local peace and human rights activists. The strategies will be flexible and focus on these outcomes, not just on providing witnesses or documenting human rights abuses. Make up of the teams sent to the conflict area will be determined by the needs of the particular situation.

While in the area, the Peace Force will also serve as international eyes, ears, and conscience. The tactics, developed and carried out in conjunction with local nonviolent activists, will be decided upon by the Peace Force Field Leadership team in the area, in consultation with the Governance Committee.

Methods of intervention could include;

1. Accompanying (activists, leaders, returning refugees, people in peace zones).
2. Facilitating communication among conflicting parties.
3. Monitoring (elections, cease fires, treaties).
4. Training and training trainers in conflict transformation.
5. Interpositioning between conflicting sides.
6. Providing an international emergency response network to support local peacemaking efforts, and prevent violence and human rights abuses.
7. Investigating and controlling rumors.
8. Promoting unbiased information, internally and internationally.
9. Instantaneous video witnessing to the Internet.
10. Creating safe zones for civilian populations.

Each engagement as well as the overall operation of the Peace Force will require considerable logistical support including business managers, public relations specialists, medical workers, conflict resolution specialists, team builders, travel coordinators, cooks, fundraisers, regional experts and governmental and organizational liaisons. In some situations, translators may also be needed. (Note the military employs ten support staff for every soldier in the field.)

**Disengagement:**

In all cases, Peace Force missions will turn over their work to local groups as soon as feasible, and leave the area as soon as the reduction of tensions permits, unless invited to remain and help with additional reconciliation and/or rebuilding

**Media and Communications:**

Good media and public relations will be vital. We will need to document and communicate the hope and promise of nonviolent peacemaking to a world that can be cynical and skeptical even though it hungers for new approaches to dealing with violence. We will need to create a transcendent image that communicates integrity, strength, hope and effectiveness to the general public in meaningful symbols as well as concrete action. Credible media relationships will have to be forged. They could prove to be the lifeline to Peace Force missions once they are deployed. We will need to explore creative uses of technology to aid in documenting, with the intent of deterring violent behavior.

Our communications plan will need to include an outreach strategy that invites people in a variety of countries to participate at all three levels: active, reserve, and supporter.

A Web page will be further developed and maintained to:

1. Communicate the mission and the work of the Global nonviolent Peace Force.
2. Recruit members.
3. Raise money.
4. Broadcast live reports from the field.
5. Inform members of support activities that they can do.
6. Discuss new developments in nonviolent strategies and interventions.
7. Provide the opportunity for discussion of relevant issues.
8. Promote and support local Peace Force support groups.
9. Link to other peace team organizations.

***A major contribution of the Global Nonviolent Peace Force will be to build international interest and support for nonviolent movements around the world that present the hope and reality of alternatives to armed intervention.***

**Debrief and Evaluation Process:**

There will be a carefully designed evaluation process that is applied at the end of each Peace Force mission. A feedback mechanism into the operations of the Peace Force will be established to insure that the science of third party nonviolent intervention is moved forward with each experience.

**Government Interaction:**

Building and maintaining relationships with a variety of national and multilateral governmental organisations will be crucial to the success of the Peace Force. Interactions could include funding, granting visas and applying diplomatic pressure. While important, much involvements will have to be isolated from the decision-making process of the Peace Force. The Peace Force will be independent of all governments.

***Appendix A outlines one possible Operational Vision for the Global Nonviolent Peace Force***

**UNDERLYING PHILOSOPHY/CHALLENGES**

We believe there are a core set of underlying principles which are vital in carrying out the vision of the Global Nonviolent Peace Force with integrity. These principles are

1. Commitment to active nonviolence while participating in the Peace Force.
2. Democratic decision-making processes built into the leadership structure.
3. Multicultural (diverse) perspectives built into all aspects of Peace Force development, deployment, personnel, and governance.

4. Leadership drawn from men and women personally dedicated to the reduction of ego and systematic development of compassion and love for all human beings, and committed to the necessary personal disciplines to accomplish these goals.
5. Commitment to working in partnership and friendship with local groups (no "we know better" attitudes!).
6. Locally-driven decisions wherever possible.

There are a number of key challenges that need to be addressed:

- How do we efficiently and effectively leverage the combined experience of the 20+ groups which are currently fielding peace teams?
- How do we work cooperatively and in a mutually supportive way with other organizations around the world? peace
- How do we best utilize the expertise of current military operations, and use that expertise to expedite the development of the Peace Force?
- What is the most effective way to build and run an international organization that needs to be quick, yet thorough in its decision making?
- How do we avoid the pitfall of committing "peace imperialism"? How do we insure that this effort does not remain "U.S. and Euro-centric"?
- How can we best recruit strong women leaders into the Peace Force leadership structure?
- What is the relationship of the Peace Force organization to Governments? Military organizations? Global institutions?

#### **WORKPLAN (OUTCOMES AND TIMELINE)**

In order to achieve the goals of the Global Nonviolent Peace Force, namely:

200 active members, 400 reserves, and 500 supporters by 2003, building to 2,000 active members, 4,000 reserves, and 5,000 supporters by 2010

There are many activities that need to be carried out in a coordinated fashion. Our current approach is to divide the activities across 4 "development phases", Research and Planning, Pilot, Evaluation, and Deployment. The actual development of the Peace Force is contingent on the results of the research conducted during the first phase. **At the end of the first phase, a decision to proceed or not with the next three phases will be made, if research supports the viability of a Peace Force. In addition, the use of a "Pilot" project is still under discussion, and remains unresolved.**

Each of these phases (**IF** we were to proceed with them all) is described below.

**Research and Planning** - For a period of two years, the primary focus of the Peace Force project will be to conduct extensive research into the feasibility of organized, larger scale nonviolent intervention. Two key questions will be pursued at this stage, among many others: 1) What have been the best practices of successful nonviolent interventions (and what can be learned from less-than-successful endeavors)? and 2) What is the best organizational model for a standing "peace army"?

Research will draw heavily on the experiences of participants in relevant types of third-party intervention, as well as the historical record, and will focus on at least four areas:

1. Typology of conflict situations and conditions under which large-scale third party nonviolent intervention would be appropriate and helpful.



2. Identification of the specific functions that can be best served by peacemaking teams, rather than military interventions, or humanitarian assistance.
3. Best practices for successful engagement, and for supporting strategies (recruitment, governmental interaction, media relations, logistics, etc.).
4. Current training methodologies, and available trainers and training programs.

Research findings will be used to shape the design of the Peace Force organization, including roles, processes, decision-making, and governance processes.

***See Appendix B for a detailed list of questions and planning challenges to be tackled during this phase.***

**Pilot** - Once the Peace Force is "designed", and its role clearly understood, a pilot project will be conducted to start experimenting with this approach to larger-scale intervention. In order to conduct this pilot, many if not all of the final Peace Force processes must be in place (in "Pilot" form). The purpose of this phase is not only to demonstrate the effectiveness of large-scale nonviolent intervention, but also to put all of the supporting processes through a "trial." It is important that at this time there are "quick react" mechanisms in place to respond to unforeseen problems, so as to minimize the risk to all involved.

**Evaluation** - Following the Pilot intervention, there will be an extensive evaluation period. Feedback from the pilot will be used to improve the Peace Force design. If necessary, another pilot could take place before full deployment.

**Deployment** - During this phase, the Peace Force will be fully operational. The emphasis during this phase is to conduct missions effectively, learn continuously, and continue to advance the "science" of third party nonviolent intervention. It is also expected to be a period of growth within the Peace Force organization.

Outlined on the next page are the specific expected outcomes to be realized at the completion of each phase.

Phase Expected Outcomes

Research and Planning • All research completed

• Specific plans completed (what/how/who):

- 1) organizational structure
- 2) intervention criteria and protocol for decision-making
- 3) recruiting process
- 4) training program
- 5) deployment process
- 6) "disengagement" process
- 7) evaluation process
- 8) media strategy
- 9) Long term fundraising plan and process
- 10) Communications process (web site, etc.)
- 11) Systems and tools specifications
- 12) Best practices handbook

• International Governing Board established Key Decisions finalized:

- 1) GO/NOGO
- 2) Organizational "home"
- 3) Pilot Region

- Physical office and systems established
- Pilot implementation plan completed All Pilot processes established
- Governance structure for Pilot/Evaluation phases in place Key staff hired for pilot phase
- Awareness campaign "complete"

Pilot • Pilot Peace Force recruited

- Pilot intervention implemented
- Key Peace Force processes and systems "tested"

Evaluation • Evaluation completed and published

- Peace Force processes changed based on evaluation findings
- Peace Force in place:
  - 200 active members
  - 400 reserves
  - 500 supporters
- Ongoing research/evaluation process in place
- Plan completed for growth (how to "scale up" to final size)

Deployment • Peace Force in place:

- 2,000 active members
- 4,000 reserves
- 5,000 supporters

- Multiple missions completed with ongoing evaluation
- Final organizational "home" and governance established

Throughout all phases of the project, there will be ongoing work in the following areas:

Organizational Development

Financial Planning/Budgeting

Fundraising

Media

Maintain liaison with government officials, global institutions, and other NGO's Evaluation, feedback and improvement Recruitment and Training

### **FUNDRAISING**

An operation of 2,000 active members with a full complement of reserves and supporters would cost approximately \$70-80million a year to maintain (less than what the world spends on military expenditures every hour) - a small price to pay for a viable alternative to military intervention and war.

Exploratory and developmental costs are estimated to be approximately \$350,000/year for the first 2 years (Research and Planning Phase). An initial investment of approximately \$8million will be required to establish a Peace Force of 200 active members, 400 reserves, and 500 supporters.

Initial fundraising is expected to come from foundations, religious institutions, individuals, and perhaps some governments.

### **PROJECT STATUS / INTERIM GOVERNANCE STRUCTURE**

The Global Nonviolent Peace Force is currently a project of Peaceworkers (a non-profit organization based in San Francisco committed to the support of nonviolent movements worldwide). Since the Hague meeting in May of 1999, there have been two staff people fully

dedicated to the Global Nonviolent Peace Force project. David Hartsough, Executive Director of Peaceworkers, and Mel Duncan, project Director of the Peace Force project.

David and Mel spent 6 months travelling gathering input from over 150 activists, scholars, military personnel, and government officials. In January of 2000, they started recruiting volunteers and affinity group members to provide them with the support they needed to build broad-based support for the concept of a standing nonviolent Peace Force. There are currently 30-40 volunteers and affinity group members "clustered around three major geographic locations (Minneapolis/St. Paul, San Francisco Bay Area, and Ottawa, Canada).

In April of 2000, a six-person Steering Committee was formed to carry out interim governance responsibilities for the project. The primary tasks of the Steering Committee are: 1) To continue to refine the conceptual guidelines and underlying principles of the Peace Force, 2) to oversee the work of the Research and Planning phase of the project, 3) to lay the groundwork for the organization of the Global Nonviolent Peace Force, and 4) to raise money.

Of utmost importance, immediately, is to identify and recruit an appropriate core group of international co-creators, with the intent of transitioning governance from the interim steering committee to an internationally representative Governing Board, that will assume responsibility for the long-term governance of the Peace Force. It will be the responsibility of the Governing Board to develop a Field Leadership structure with clearly defined authority over operations and tactics prior to deployment of Peace Force missions.

During the Research and Planning phase, an Advisory board made up of prominent world citizens including Nobel Peace Prize laureates, former governmental leaders and religious leaders will be developed to advise on major questions, increase visibility of the Peace Force, and assist with fundraising

To date, \$100,000 of funding has been raised. Plans are in place to submit applications for a planning grant this summer to fund the next two years of work.

Endorsements have been received from more than 80 organizations and leaders (see Appendix C), and continue to come in.

## **CONCLUSION**

The use of active nonviolence is on the rise throughout the world. We can build on the experiences of nonviolent peace teams and others to bring this activity to a dramatic new level, a level required to respond adequately to conflicts around the globe.

Since Gandhi first dreamt of "peace armies," the vision has slowly grown there are many veterans of nonviolent movements, thousands of citizens have demonstrated their willingness to courageously stop violence and oppression, hard lessons have been learned, our organizational abilities have increased, highly qualified trainers are available, and the World Wide Web has shown its usefulness in the campaigns to ban land mines and to establish an International Criminal court. Most importantly, the people of the world are demanding an alternative to punitive, militarized, and costly responses to conflict.

Profound questions remain about the use of nonviolence in large-scale advanced conflicts ----- but even more disturbing questions plague the reliance on using military force "for peace." Surely it is

time to devote our energies to a way of preventing and ending violence and wars that honors all life and leaves hope for the peaceful development of human destiny.

Together we can make the Global Nonviolent Peace Force a reality. There will be no better way to honor the United Nations Decade of the Culture of Peace and Nonviolence for the Children of the World.

## **Appendix A**

### Operational Vision

(Currently being developed)

## **Appendix B**

### **Research Agenda/Detailed Planning Questions**

#### ENGAGEMENT/INTERVENTION CRITERIA / ROLE OF PEACE FORCE

- What are the criteria for intervention? How is it done, by whom, when?
- What different models/scenarios illustrate the potential role of the Peace Force?
- What are examples of conflict situations where larger scale third party nonviolent intervention would be or would have been appropriate and helpful?
- What models of intervention should be used, under what circumstances, to accomplish what goals?
- Should teams enter conflict areas where one or more conflicting parties have not invited them?
- How can a position of non-alignment be maintained in an unbalanced conflict where one party can clearly be seen as an aggressor?
- When is physical interposition appropriate as opposed to mediation and "good offices"?
- Under what conditions is the Peace Force likely to be successful?
- What are the "best practices" for engagement?
- What are the responsibilities of local groups in conflict areas vis a vis the Peace Force?
- What is the role of the Peace Force relative to local groups? Relative to armed peacekeepers? Relative to humanitarian aid teams? To other peacemaking organizations?
- What role should the Peace Force play in the development of "early warning" systems?
- How can the Peace Force best respond to early warning signals?
- What should be the Peace Force's relationship vis a vis governments, global institutions, military organizations, media organizations? What "best practices", if any, exist upon which we can model the Peace Force's relationships to other organizations? How are intervention decisions made?
- Who has ultimate decision making authority?
- How quick does the decision making process need to be in order for the Peace Force to be successful?
- How are the specific strategy, objectives, and tactical plan developed for each mission, tailored to the specific conflict?

#### RECRUITMENT / TRAINING

- What are the recruitment criteria for Peace Force members, reserves, supporters?
- What level of risk shall be expected of Peace Force participants?
- What is the outreach strategy for recruiting Peace Force members, reserves, supporters? What are the "best practices" for recruitment?
- What training programs are available?
- What training programs need to be created?
- What is the "best" training process for effective participation in Peace Force missions?

- What language training is needed?
- How do we know that a member is "prepared" to be deployed (completing the training may not be enough to "certify" that a member is ready)? And who makes this decision?
- What systems are needed to track and manage human resources during all phases of involvement (candidate, member, past member)?

### DEPLOYMENT

- What are all the resources and logistics that are required to support deployment of a Peace Force mission (people, supplies, etc.)?
- What supports would the interventions need (financial, logistical, personnel, political, emergency response systems)?
- What kind of logistics system is needed (to move people)?
- What kind of inventory management system is needed to move material (purchasing, inventory control, shipping, etc.)?
- What kind of communication process is needed during a mission(who, how frequently, what topics, etc.)?
- What kind of communication system is needed during a mission?
- What kinds of support should be provided for Peace Force members and their families (counseling, insurance, personal support) while in conflict areas, and afterwards?

### DISENGAGEMENT

What are the criteria for disengagement?

What is the disengagement process? How, by whom, when?

### MEDIA / COMMUNICATIONS (includes public education and outreach)

- What media support will the Peace Force missions require?
- Who are the potential audiences (government, media, general public, NGOs, etc.)
- How will success stories of third party nonviolent interventions be documented and shared with the world?
- What media strategy will be pursued in order to elevate nonviolent alternatives onto the list of possible solutions in future conflicts?
- What are the alternative media that we can utilize?

### ORGANIZATIONAL DEVELOPMENT

- What is the best way to broaden the Peace Force organizing to include leaders from all regions of the world? How can this best be done to accomplish the balance between establishing an efficient working team, and at the same time being inclusive and welcoming of input from all?
- What are the criteria for an effective "International Co-Creator"?
- What is the process for identifying and recruiting strong "International Co-Creators"?
- Does the Peace Force require a new organization? For what purpose?
- What are the criteria for an effective organization within which the Peace Force could reside?
- Are there existing organizations within which the Peace Force could reside?
- How is the Peace Force structured (roles, responsibilities, reporting relationships, processes, measures)?
- What organizational and decision-making structure would be most appropriate? How can the effort be broadly inclusive?
- Should there be a loosely affiliated regional (decentralized) organization, or a centralized structure, based in one place?
- What degree of autonomy should field operations be granted, realistically?
- What physical facilities are required?

### TECHNOLOGY SUPPORT / SYSTEMS

- What are all the systems and tools that are needed to support all phases and aspects of the Peace Force?
- What type of technical skills are needed to support those systems and tools?

### DEBRIEF / EVALUATION PROCESS

- What are the criteria for "success"? What indicators of success will be used to judge the outcomes?
- What is the debrief/evaluation process after each mission, and how does this support an "evolving concept of success"?
- What is the "report back" process, and how do we distill competent interpretation from this information?
- How do we best learn from each experience, and build the lessons into the ongoing operation of the Peace Force (training, engagement, deployment)?
- How do we build in an ongoing "research" process to further the understanding of how to defuse large-scale conflict or potential violence by nonviolent means? And how do we further develop what we mean by "large scale" conflict?

### PILOT PHASE IMPLEMENTATION PLAN

- What is the situation and where will the pilot be carried out?
- What is the intervention/deployment/disengagement plan for the pilot?
- What outcomes are expected? What are the Pilot's objectives?
- What resources are needed (financial, personnel, logistics, political)?
- How will these resources be obtained?
- What processes in the "Peace Force Design" will be tested during the pilot?
- What will be the evaluation process for the Pilot?
- What are the criteria for full deployment of the Peace Force?
- What criteria will be used to indicate that a further pilot/experimenting is needed?

## **Appendix C** **Global Nonviolent Peace Force Endorsers** **(as of May 16, 2000)**

### **International:**

His Holiness, The Dalai Lama, Tibet, Nobel Peace Prize Laureate  
Oscar Arias, Former President, Costa Rica, Nobel Peace Prize Laureate  
International Fellowship of Reconciliation  
Hague Appeal for Peace  
Pierre Marchand, chairman of the Appeal of the Nobel Peace Laureates for the Children  
Charles Radcliffe, Vice-President, International Crisis Group,\* Belgium  
Hans Sinn, Co-Founder, Peace Brigades International International Peace Bureau, Geneva  
Nonviolence International  
Muslim Peace Fellowship  
SHALOM, School Sisters of Notre Dame, International Network for Justice, Peace, Integrity of Creation, Rome  
Tim Wallis, former International Secretary, Peace Brigades International  
Howard Wilson, Curative/Preventive Development Specialist, UN Volunteers\*  
Jane Higgins, International Youth Parliament 2000\*  
Rosalie Bertell, President, International Institute of Concern for Public Health

World Movement for Nonviolence, New York (Bawa Jain)

**Africa:**

National Forum for Peace and Reconciliation, Sierra Leone  
Hague Appeal for Peace National Secretariat in Sierra Leone  
Ade Adenekan, Pan-African Reconciliation Council, Lagos, Nigeria  
Humanitas Fellowship of Reconciliation, Tanzania

**Asia:**

UN Ambassador Anwarul Karim Chowdhury, Bangladesh  
Dr. A.T. Ariyaratne, Sarvodaya Movement, Sri Lanka  
Rolf Carriere, UNICEF\* Representative, Indonesia  
Youth Approach for Development and Cooperation, Bangladesh  
Bangladesh Campaign to Ban Landmines  
Dr. Vithal Rajan, India, Chair, Governing Body, Confederation of Voluntary Organizations  
Cultural Academy for Peace, India  
Yeshua Moser-Puangsuwan, SE Asia Regional Coordinator, Nonviolence International, Siam  
Santikaro Bhikkhu, International Network of Engaged Buddhists\* (Thailand)\*

**Americas (outside USA):**

Centre de Ressources Sur La Non-Violence, Montreal, Canada  
Women for Women in Afghanistan, Canada  
SERPAJ, Servicio, Paz y Justicia, Mexico  
Maria Delgado, SIPAZ International Outreach Coordinator. Uruguay  
Freedom Quest International, Alberta, Canada  
Phil McManus, Chair, SIPAZ (Servicio Internacional para la Paz), Chiapas, Mexico  
Carl Stieren, Former Coordinator, Canadian Friends Service Committee

**Australia**

The Conflict Resolution Network

**Europe:**

Heide Schuetz, Chair, Women's Network for Peace, Germany  
Arno Truger, Austrian Center for Study of Peace and Conflict Resolution,  
Janne Poort - van Eeden, coordinator, European Network for Civil Peace Services"  
Alberto l'Abate, Berretti Bionchi,\* Italy  
Helga Tempel, chairwoman of the Forum Civil Peace Services,\* Germany  
Konrad Tempel, chairman of the Federation for Social Defense, Germany  
Johan Galtung, Transcend  
Civilian Peace Teams The Netherlands (BVTN)  
Jon McCourt, member, Management Committee, Peace and Reconciliation Commission, Derry,  
Northern Ireland  
Ernst Guelcher, Disarmament Advisor to the European Parliament for Green Party  
Ueli Wildberger, Forum fuer Friedenserziehung, Switzerland\*  
Friedensbuero, Salzburg, Austria  
Gajo Sekulic, Alternative Peace Initiative, Sarajevo, Bosnia  
Alain Richard, O.F.M., Pace Bene, France  
Gender Project for Bulgaria Foundation  
Dirk Boberg, UN Volunteers\*

**USA:**

Elise Boulding, Former Secretary General, International Peace Research Association  
Cora Weiss, Hague Appeal for Peace  
Jim Wallis, Sojourners  
Mindy Reiser, co-founder, Global Peace Service USA  
John Lewis, Member of Congress  
Bill Price, World Peacemakers  
The Rev. Canon Charles P. Gibbs, Exec. Dir., United Religions Initiative, San Francisco  
Michael Nagler, Chair, Peace Studies Program, University of California, Berkeley\*  
Stephen Zunes, University of San Francisco\*  
Glen Paige, Center for Global Nonviolence, Honolulu  
George Lakey, Training for Change\*  
Fellowship of Reconciliation USA  
Buddhist Peace Fellowship  
Gene Stolefus, Christian Peacemaker Teams \*  
Yes Youth for Environmental Sanity  
Karuna Center for Peace Building, Massachusetts  
PEACEWORKERS, San Francisco  
Resource Center for Nonviolence, Santa Cruz, CA  
CONTACT: Conflict Transformation across Borders (School for International Training, Vermont)  
L'Alleanza de Abuelas Y Madres para el Futuro (Grand/mothers Alliance for the Future), Texas  
Molly Rush, Thomas Merton Center, Pittsburgh, PA  
Phil Esmonde, Director, Quaker House, Fayetteville, NC \*  
George Willoughby, Friends Peace Team Project\*  
Global Exchange, San Francisco  
Joanna Macy, Buddhist activist, scholar and writer  
Phyllis and Richard K. Taylor, co-founders, Witness for Peace  
Dick Barnett, Institute for Policy Studies\*  
Kathleen Kern, Christian Peace Teams\*  
Mary B. Anderson, The Collaborative for Development Action, Inc.\* Cambridge, MA  
Saints Francis and Therese Catholic Worker Community, Worcester,  
Dietrich Fischer, Co-director, TRANSCEND  
Don Mosley, Jubilee Partners\* Georgia Patch Adams, Gesundheit Institute  
Carl Kline, Nonviolent Alternatives, South Dakota  
Kay Lindahl, President, Alliance for Spiritual Community  
Pax Christi, U.S.A.  
State Representative Mike Jaros, Minnesota  
Association for Global New Thought

\* organizations for identification purposes only