

2012 Annual Report

- 1 Letter
- 2 SCR Mission Statements
- 2 Publications
- 2 Monthly Forecasts Published in 2012
- 3 Special Research Reports Published in 2012
- 4 Cross-Cutting Reports Published in 2012
- 5 What's in Blue
- 6 Capacity-Building Programme
- 7 Outreach
- 8 Financial Situation
- 9 List of Donors in 2012
- 9 Board of Directors
- 10 International Advisory Group
- 11 Staff

Letter by the Executive Director

George F. Kennan, one of the foremost exponents of realist thought in international relations, once quoted Henry David Thoreau in a reference that seems well-fitted to describe Security Council Report (SCR): “There is no ill which may not be dissipated, like the dark, if you let in a stronger light upon it.”

Since its inception, SCR has cast a steady light to penetrate the inner recesses of the Security Council, adding transparency and accessibility to the work of the Council. Starting with our prospective *Monthly Forecasts*, which publicise and analyse the monthly programme of work, and our longer *Cross-Cutting Reports*, which dissect the thematic issues on the agenda of the Council, SCR has brought light to the deliberations and decision-making process of the Security Council.

The Thoreau quote continues, advising that “if the light we use is but a paltry and narrow taper, most objects will cast a shadow wider than themselves” and Kennan adding that, conversely, “if our taper is a strong one we may be sure that its rays will penetrate... and play their part in dissipating [the dark].”

In 2012, SCR consolidated two additional angles from which to shine light on the Security Council: the real-time *What's in Blue* (WiB) electronic feed and the capacity-building programme for incoming Security Council members. Both products were fully deployed and mainstreamed within the organisation over the course of the year, with 382 WiB insights into the work of the Council published in 2012 and eight Security Council candidate countries benefitting from our capacity-building seminars.

WiB has become a regular fixture for more than 5,000 SCR subscribers intent on keeping daily tabs on the Council. To accommodate specific requests, our core capacity-building programme was also imparted in 2012 to candidate countries for future terms, one for the 2014-2015 term and one for the 2016-2017 term. One component of capacity-building, our annual sanctions seminar for the incoming five Council members, offered in association with the Security Council Affairs Division, was imparted for a second year in a row with an improved and expanded format.

Throughout 2012, SCR continued its outreach activities, interacting separately with three different constituencies: member states, UN agencies and programmes, and non-governmental organisations. SCR also organised or hosted a number of special events and participated in panels, seminars and conferences on Security-Council related issues organised by third parties.

Our main website was redesigned and improved, and total readership increased as the number of electronic subscribers to our publications increased by 10 percent relative to 2011. The year also saw an important diversification in our funding base, with the expansion to non-OECD DAC donors that began in 2011 now including a new major donor in Saudi Arabia, and the addition of the Ford Foundation as an additional major donor on the foundation front. Our gratitude goes to all our donors for their continued generosity in believing in SCR and enabling it to shine brightly and steadily.

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SCR Mission Statement

Security Council Report (SCR) is an independent not-for-profit organisation incorporated in November 2004 pursuant to section 402 of the Not-for-Profit Law of the State of New York. It was founded on the belief that consistent, balanced, high-quality information about the activities of the United Nations Security Council and its subsidiary bodies is essential to the effective performance of the Council and that this information should also be freely available to other stakeholders and the general public.

To that end, SCR publishes objective analytical monthly reports on the prospective programme of work of the Security Council (*Monthly Forecasts*). This is supplemented by longer published reports on key thematic issues on the agenda of the Council (*Cross-Cutting Reports*) and an online electronic feed of insights on developments in the Council (*What's-in-Blue*). Through our more ad hoc *Special Research Reports* and *Update Reports*, SCR also covers developments that deserve particular attention but do not fit the timelines

or templates of our other published products.

Upon request, SCR also works with incoming Security Council members on a one to one basis to assist with capacity-building on Council practice and procedure. More widely, SCR works with Council members and other stakeholders to deepen the analysis of issues before the Council. SCR is neutral and does not take positions on the substance of issues before the Council.

Publications

Since SCR became operational in October 2005, we have built an important portfolio of analytical publications that provide a comprehensive overview of developments in the Security Council. The entire archive can be freely accessed electronically through our website. In 2012, some 6,700 subscribers

received SCR's publications electronically, an increase of more than 10 percent relative to 2011. Moreover, hard copies of our various reports are regularly distributed to a large number of constituents: over 1,800 copies of the *Monthly Forecasts*, *Special Research Reports*, and *Cross-Cutting Reports*

are distributed to Permanent Missions of Member States to the UN, senior UN officials and secretariat staff, non-governmental organisations, academic institutions, and the media.

Monthly Forecasts Published in 2012

Monthly Forecasts, which are published both in hard copy and on our main website, provide a prospective analysis of the upcoming monthly programme of work of the Security Council, with sections covering potential options and the actual dynamics within the Council.

In 2012, SCR decided to include a new feature in the *Monthly Forecast* entitled "In Hindsight" which, as the title suggests, instead of looking forward to expected Council action in the month ahead, analyses and assess recent Council practice on a specific item. Four of

the *Monthly Forecasts* published in 2012 featured an "In Hindsight" story. They focused on the November 2011 open debate on working methods, Council practice on press statements, the Secretary-General's August 2012 report on Eritrea and Council action on Syria.



Monthly Forecasts Published in 2012



Special Research Reports Published in 2012

Special Research Reports, which are published both in hard-copy and on our main website, provide an in-depth analysis of particularly significant Council decisions or actions. In 2012, SCR published one such report, on Security Council Elections. This report is produced annually in preparation of the election of five new non-permanent members to the Security Council which normally takes

place in October every year.

In keeping with previous reports, the 2012 report, published on 25 September, presented the various candidates for the elections, analysed possible issues with regard to the composition of the Council and provided an overview of relevant UN Charter provisions and rules of procedure for election to the Council as well as historical background

and established practices. The report was intended as a resource for candidates and the wider UN membership for the elections on 18 October 2012 in the General Assembly. As a new feature, the 2012 edition contained an annex with detailed round-by-round results for every Security Council election since 1946.



Cross-Cutting Reports Published in 2012

Cross-Cutting Reports track the actual performance of the Security Council in following through on thematic issues on its agenda. These are also published in hard-copy and are available on our website. Three such reports were published in 2012:

Cross-Cutting Report on Women, Peace and Security



This was SCR's second *Cross-Cutting Report on Women, Peace and Security*. It was published on 27 January 2012 to assist Security Council members and others in their preparations for the Council's 23 February open debate on women and peace and security. The first report examined the first ten years that this issue was on the Council's agenda following the adoption of landmark resolution 1325. The 2012 report continued assessing the influence of resolution 1325 and subsequent related resolutions on the work of the Council.

More specifically, the report examined the framework created by the Council to address women, peace and security issues; the extent to which the Council addressed these issues in the country situations on its agenda; and the Council's changing dynamics over the year. It surveyed relevant data in resolutions, presidential statements, Secretary-General's reports and peacekeeping mandates.

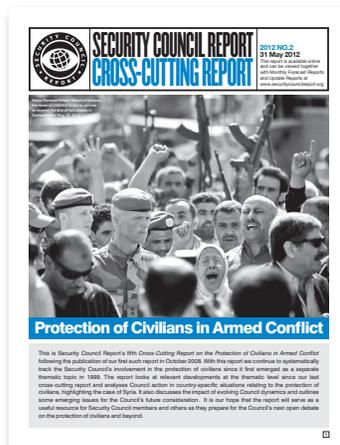
As part of the analysis it also reviewed recent developments in the Democratic Republic of the Congo, particularly the mass rape that took place in the Walikale region in 2010, and considered the Council's response as one example of its engagement with women, peace and security issues.

Overall, the report found that attention to

the women, peace and security agenda continued to be integrated into the Council's country-specific resolutions and presidential statements, but was not yet universal. It also found that the Secretary-General's reports had given increasing weight and consideration to women's issues over the years, but there remained a lack of reporting consistency between different country-specific situations.

In conclusion, the report suggested that there was a need to improve the timeliness of communication between missions in the field, the Secretariat and the Council. In terms of the continuing development of the Council's response to sexual violence, including the implementation of the monitoring, analysis and reporting arrangements on conflict-related sexual violence and possible imposition of sanctions on individuals, the report suggested that the Council consider ways to ensure the effectiveness of its actions, in particular with regard to persistent violators or governments reluctant to bring past violators to justice. It also suggested that the Council continue its consideration of how best to incorporate the Office of the Special Representative for Sexual Violence with the work of UN Women in the future.

Cross-Cutting Report on the Protection of Civilians in Armed Conflict



This report, published on 31 May 2012, was the fifth in a series of cross-cutting reports on the protection of civilians in armed conflict launched in 2008 to track the Security Council's approach to the issue and assist Council members and others in their work on protection of civilians at the thematic level as well as

in country-specific situations. The 2012 report was presented in advance of the Council's 25 June open debate on the protection of civilians.

The report highlighted 2011 as a remarkable year for Council involvement on the protection of civilians. Following its landmark decisions on Libya in resolutions 1970 and 1973, which included the authorisation of military force to protect civilians and the referral of the situation to the International Criminal Court (ICC), as well as its clear response in resolution 2014 to threats against the population in Yemen, the Council struggled to reach agreement on an effective response to the killing of civilians in Syria. (This was illustrated through an in-depth case study on Syria.)

According to the report, the controversy surrounding the implementation of the protection of civilians mandate in Libya appeared to create a new level of mistrust among Council members that negatively impacted the Council's work on protection of civilians more generally. In spite of this, however, the report found that the Council's approach to the protection of civilians in terms of measurable outcomes in country-specific situations did not significantly change. In particular, the report concluded that the Council continued to consistently address protection issues in relevant country-specific decisions, including resolutions and presidential statements. In decisions on existing peacekeeping operations and other mandated missions, protection language was sometimes strengthened, in particular with regard to issues of impunity and accountability. The Council also continued to actively use sanctions as a tool to target those responsible for violations against civilians, listing several individuals as subject to targeted measures based on such violations over the course of 2011.

In addition, the report noted that the Council seemed to rely increasingly on situation-specific briefings by the Office for the Coordination of Humanitarian Affairs (OCHA) and the Office of the High Commissioner for Human Rights (OHCHR) to get additional information on protection challenges in situations on its agenda.

Finally, the report emphasized the importance of the Council continuing to implement the existing normative framework on the protection of civilians at the country-specific level using the tools already at its disposal

Cross Cutting Reports Published in 2012 (con't)

such as the aide-mémoire and the informal expert group and taking forward the Secretary-General's recommendations. In addition, it suggested that Council members consider for future action some recent initiatives to strengthen the protection of civilians agenda such as the recommendations from the workshop on accountability organised by Portugal and OCHA in November 2011 as well as issues related to the use of explosive weapons, civilian casualty tracking and making amends to civilians harmed by lawful combat operations.

Cross-Cutting Report on Children and Armed Conflict



SCR's 2012 *Cross-Cutting Report on Children and Armed Conflict* was published on 27 August 2012. It was intended to serve as a resource for Security Council members and others in their preparations for the Council's

19 September open debate on children and armed conflict and adoption of resolution 2068. It was SCR's fifth report in a series of cross-cutting reports on children and armed conflict launched in 2008. (The first report which examined data from 2003 to 2007 provided a baseline for second, third and fourth reports published in April 2009, June 2010 and July 2011 respectively.) These annual cross-cutting reports highlight key trends over the past year and suggest options for improving Council and Working Group decision making on this issue.

The 2012 report reviewed developments at the thematic level since SCR's 2011 cross-cutting report and offered a statistical analysis of Council action in country-specific situations in 2011 compared with previous years. An extensive case study on Somalia was presented providing more in-depth analysis of how the Council had handled the issue of children and armed conflict at the country-specific level. The report also provided detailed coverage of the activities of the Office of the Special Representative on Children and Armed Conflict and the Working Group on Children and Armed Conflict.

The 2012 report indicated that there had been an upward trend in the incorporation of children and armed conflict issues into the specific work of the Council. Although resolution 1973 on Libya set off a series of reactions that significantly affected Council dynamics in most areas of its work, the findings indicated that this did not affect the children and armed conflict agenda substantively although it may have led to a more cautious

approach to the issue in order not to roll back progress made in the past.

The report also established that the greater interaction and transmission of information between the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Working Group and the relevant sanctions committees appeared to have produced some results. The Special Representative briefed the Working Group on Libya, Mali and Syria. The report noted, however, that there was little appetite to take any action following these briefings. In addition, while coming up with comprehensive conclusions, the Working Group continued to stay away from stronger recommendations such as targeted sanctions and specific time-lines that might put pressure on persistent perpetrators although it was able to reduce the time spent negotiating conclusions.

Finally, the report offered some possible options for further Security Council action including ways of reengaging the Council through reviving former practices such as the Council President making statements to the press or sending letters to governments and inviting the chair of the Working Group and the Special Representative to regularly brief the Council. The report also put forward options for dealing with persistent perpetrators including holding a debate on the issue and exploring further the idea of having all relevant sanctions committees add children to their designation criteria as well as having greater interaction between the Council, the Secretariat, the national courts and the ICC.

What's in Blue

What's in Blue (WiB) is an online news feed which offers daily updates on developments in the Security Council as a supplement to our publications. (The name refers to the final stage of the negotiations of a Security Council resolution when the text is printed in blue.) It has its own website, (www.whatsinblue.org) and can also be accessed through SCR's main site. It is made freely available to email subscribers and Twitter followers (@SCRTweets). WiB postings cover all issues on the agenda of the Council and provide

insights on upcoming meetings, status of negotiations, draft resolutions, reports and relevant documents, as well as the activities of the subsidiary bodies. It also offers a daily digest of news stories carefully selected by SCR staff of special relevance to the Security Council.

Over the course of 2012, its first full year of operation, WiB quickly established itself as an indispensable resource for all those involved in the day-to-day work of the Council, exceeding expectations with more than

5,000 e-mail subscribers. SCR maintained a high level of responsiveness to developments in the Council, producing some 250 WiB stories. Readership continued to grow with a steady rise both in the number of visits to the WiB website and in the number of e-mail subscribers.

In 2012 SCR also started to expand the use of social media to promote WiB and grow its readership by launching an SCR Twitter site and RSS feed for WiB. The Twitter site is being used to publicize WiB stories when they

What's in Blue (con't)

are posted. So far there has been a steady growth in the number of new followers as well as followers re-tweeting SCR's stories. We also began to develop new platforms for accessing WiB through mobile devices. Following the launch of a mobile site for WiB in March 2012, SCR commissioned the development of dedicated WiB applications for

iPhones and Android. The new applications were launched in early 2013.

While WiB was created as a separate project, it has now been mainstreamed as a core SCR product and features prominently on our main website together with our other publications. SCR believes WiB has significantly improved our overall impact and

ability to fulfill our mission. More specifically, WiB has significantly improved access to high quality information and analysis of the activities of the Security Council for all interested stakeholders and has led to greater transparency in the work of the Council.



Capacity-Building Programme

Over the course of 2012, SCR continued to develop the new capacity-building programme established in 2011. The objective of the programme is to enhance the technical and procedural performance of newly-elected Security Council members. It is designed as an intensive capacity-building exercise comprised of lectures, case studies and interactive exchanges with course participants, ideally before the elected member joins the Security Council. The programme offers an overview of the Council, covering its mandate, practice

Security Council Report 2012 Annual Report securitycouncilreport.org 5

Capacity-Building Programme (con't) and procedure, working methods, subsidiary bodies and internal and external dynamics in detail. It also includes a final session on specific country situations or cross-cutting issues of particular interest to the newly-elected Security Council members.

In 2012, after having finalised all of the course materials, SCR started to conduct formal capacity-building sessions for interested countries on an individual basis. Over the course of the year, five candidate countries participated in the programme either in New York or in their respective capitals (Finland,

Luxembourg, Republic of Korea, Saudi Arabia and Uruguay).

In addition to the training of individual countries, SCR continued its cooperation with the Security Council Affairs Division (SCAD) of the UN Secretariat on an annual capacity-building seminar on Security Council sanctions for the newly elected Council members. The seminar, which was held in December 2012 in our offices, provided an opportunity for incoming Council members to familiarise themselves with the various sanctions regimes in preparation for their two-year membership term.

Outreach

Over the course of 2012, SCR continued to conduct extensive outreach activities, mainly through briefings and discussions, targeting a number of key stakeholders, including Council members, UN member states, the UN Secretariat, foreign policy institutes, NGOs, academic institutions and the media. Our monthly briefings on the issues before the Security Council continued to attract strong interest from our three key constituents: NGOs, UN agencies and UN member states. SCR's NGO briefings were regularly attended by Amnesty International, CARE, Caritas Internationalis, Coalition for the International Criminal Court, Crisis Action, Global Centre for the Responsibility to Protect, Global Policy Forum, Human Rights Watch, International Coalition for the Responsibility to Protect, International Crisis Group, International Federation for Human Rights, International Rescue Committee, Jacob Blaustein Institute, Oxfam International, Refugees International, Women's Refugee Commission and the World Federalist Movement.

Briefings for UN agencies were regularly attended by the New York representatives from the Office of the UN High Commissioner for Human Rights (OHCHR), the Special Representative of the UN Secretary-General for Children and Armed Conflict and the Office of the UN High Commissioner for Refugees (UNHCR) as well as the International Committee of the Red Cross (ICRC) and the Centre for Humanitarian Dialogue. In December 2012, the UN Office for the Coordination of Humanitarian Affairs (OCHA) also started to attend these briefings. The monthly briefings for UN member states were regularly attended by a geographically diverse group of 15 countries, including some who recently served as elected members on the Security Council.

In 2012, SCR also hosted two outreach events for students. On 3 April, SCR's Executive Director met with a group of students from Soochow University, Taiwan, and on 27 April with students from the University of Ljubljana, Slovenia.

SCR also regularly hosted meetings of the NGO Working Group on the Security Council and continued to lend its conference room to other Council related events in order to

facilitate and encourage focused discussions on the role and performance of the Council. In addition, SCR hosted or participated in the following roundtables, conferences or panel discussions over the course of 2012:

- Panel Discussion on the Security Council and the Rule of Law, Human Rights and Transitional Justice co-hosted by SCR and the Permanent Mission of Denmark to the UN, 13 January. (SCR's Executive Director and the Permanent Representative of Denmark co-chaired the event.)
- Conference on the Responsibility to Protect sponsored and organised by the Stanley Foundation, the Carnegie Corporation and the MacArthur Foundation, 18 January. (SCR's Executive Director chaired a panel on policy approaches to the Responsibility to Protect.)
- Roundtable on the UN's role in promoting human rights at the Council on Foreign Relations, 1 February. (SCR's Deputy Executive Director chaired the roundtable.)
- Roundtable on Revisiting the Work of the Security Council in 2011 organised by the Friedrich Ebert Stiftung, 16 March.
- Workshop on Rising Powers and a New Emerging Order organized by the Chicago Council on Global Affairs, 16 April. (SCR's Deputy Executive Director participated as a panelist.)
- Workshop on Dealing with Conflict in Africa: The United Nations and Regional Organizations at the Centre for International and Defence Policy; Queen's University, Kingston Ontario, 3-4 May. (SCR's Deputy Executive Director participated as a panelist.)
- Seminar on the Security Council and Emerging Threats organised by the Ministry of Foreign Affairs of Luxembourg, Luxembourg, 10-12 May. (SCR's Executive Director participated as a panelist.)
- Workshop on the UN Security Council, Peacekeeping and the Rule of Law organised by the Australian National University and the Permanent Mission of Australia to the United Nations, 30-31 May. (SCR's Executive Director participated as a panelist.)
- Symposium on the Role of the UN Security Council in Protecting Human Rights: Prospects and Challenges, at the Friedrich Ebert Foundation, Berlin, 6 June. (SCR's Deputy Executive Director participated as a panelist.)
- Meeting on Security Council Resolutions and Global Legal Regimes, a project of UN University, held at CUNY Graduate Center, 12 June.
- Roundtable on the Democratic Republic of the Congo co-hosted by SCR and the International Crisis Group, 14 June. (SCR's Executive Director chaired the event.)
- Workshop on Strengthening the Rule of Law through the UN Security Council organised by the Australian National University and the Australian Civil-Military Centre in Canberra, Australia, 17-18 September. (SCR's Executive Director participated as a panelist.)
- International Expert Conference on the UN Human Rights Council's Performance: Prospects and Challenges at the Friedrich Ebert Foundation, Berlin, 16-17 October. (SCR's Deputy Executive Director participated as a panelist.)
- Panel discussion on the Role of Special Representatives of the Secretary-General organised by the International Peace Academy (IPI), November 19. (SCR's Executive Director participated as a panelist.)
- Seminar on the UN Security Council and the International Criminal Court organised by the University of California (Irvine) and Humanity United in Laguna Beach, California, 29-30 November. (SCR's Executive Director participated as a panelist.)
- Panel discussion on Security Council Reform organised by UNITAR, 6 December.
- Roundtable on the Situation in the Sahel with Ambassador Robert Fowler hosted by SCR, 6 December.
- Seminar on South Africa, Africa and the International Security Architecture organised by the Centre for Conflict Resolution in Cape Town, South Africa, 12-13 December. (SCR's Executive Director participated as a panelist.)

Financial Situation (Statements of Financial Position, Statements of Activities)

STATEMENTS OF FINANCIAL POSITION (31 DECEMBER 2012 AND 31 DECEMBER 2011)

	2012	2011
ASSETS		
Cash and cash equivalents	\$ 1,096,577	\$ 1,087,239
Grants receivable (net)	67,329	1,795,060
Security deposits	130,744	130,744
Total Assets	\$ 2,000,649	\$ 3,013,043
LIABILITIES AND NET ASSET		
LIABILITIES		
Accounts payable	\$ 102,739	\$ 64,467
Deferred rent	74,057	80,476
Due to Columbia University		100,379
Total Liabilities	\$176,796	\$245,322
NET ASSETS		
Unrestricted (net of foreign currency losses)	\$ 987,387	\$ 777,915
Temporarily restricted	836,466	1,989,806
Total Liabilities and Net Assets	\$ 1,823,853	\$ 2,767,721

STATEMENTS OF ACTIVITIES (YEARS ENDED 31 DECEMBER 2012 AND 31 DECEMBER 2011)

	2012	2011
REVENUE AND SUPPORT		
Grants and contributions	\$ 1,787,292	\$ 4,476,770
Other income	247	6,971
Total revenue and support	1,787,539	4,483,741
EXPENSES		
Program services	2,454,969	2,456,966
Management and general services	199,582	494,733
Total expenses	2,740,455	3,116,606
Change in Net Assets	(943,868)	1,363,645
Net assets (beginning of the year)	2,767,721	1,404,076
Net assets (end of year)	1,823,853	2,767,721

2012 EXPENDITURE

\$2,740,455

89.6% Program Services

7.3% Management and General Services

3.1% Fundraising

2011 EXPENDITURE

\$3,116,606

78.8% Program Services

15.9% Management and General Services

5.3% Fundraising

List of Donors in 2012

SCR is grateful to its generous donors. They provide the financial support which is necessary for the organisation to achieve programme objectives and continue to expand its products and services to UN Member States and other stakeholders at no cost. In 2012, SCR received funding from the following governments and foundations:

Governments

Australia
Austria
Canada
Finland
Germany
Liechtenstein
Luxembourg
New Zealand
Norway
Saudi Arabia
Singapore
Sweden
Switzerland

Foundations

The Ford Foundation
The John D. and Catherine T. MacArthur Foundation
International Development Research Centre (IDRC)
The William and Flora Hewlett Foundation

Board of Directors

Paul Brest (Chair)

President, The William and Flora Hewlett Foundation

John Coatsworth

Dean, School of International and Public Affairs, Columbia University (until March 2012)

Maya Harris

Vice President, Program on Democracy, Rights and Justice, The Ford Foundation (from September 2012)

Barry Lowenkron

Vice President of International Programs, The John D. and Catherine T. MacArthur Foundation

Ambassador Abdallah Al-Mouallimi

Permanent Representative of Saudi Arabia to the United Nations in New York (from December 2012)

Ambassador Guillermo E. Rishchynski

Permanent Representative of Canada to the United Nations in New York

Board of Directors (con't)

Ambassador Geir O Pedersen

Permanent Representative of Norway to the United Nations in New York (from September 2012)

Ambassador Paul Seger

Permanent Representative of Switzerland to the United Nations in New York

Ambassador Morten Wetland

Permanent Representative of Norway to the United Nations in New York (until June 2012)

International Advisory Group

Ambassador Wegger Strømmen (Chair)

Ambassador of Norway to the United States

Dr. Adekeye Adebajo

Executive Director, Centre for Conflict Resolution, University of Cape Town

Prince Zeid Ra'ad Zeid Al-Husseini

Permanent Representative of Jordan to the United Nations in New York

Ambassador Emilio J. Cárdenas

former Permanent Representative of Argentina to the United Nations (1992-1997)

Professor Jorge Castañeda

Global Distinguished Professor of Politics and Latin American Studies at New York University and former Foreign Minister of Mexico (2000-2003)

Louise Fréchette

Chair of the Board of CARE Canada, member of the Board of CARE International and former Deputy Secretary-General of the United Nations (1997-2005)

Jean-Marie Guéhenno

Arnold A. Saltzman Professor of Professional Practice at Columbia University and former Under-Secretary-General for United Nations Peacekeeping Operations (2000-2008)

Ambassador Colin Keating

Founding Executive Director of Security Council Report (2004-2011) and former Permanent Representative of New Zealand to the United Nations in New York (1993-1996)

Elisabeth Lindenmayer

Adjunct Professor and Interim Director of UN Studies at Columbia University and former Deputy Chef de Cabinet of the Secretary-General of the United Nations

Ambassador Johan Løvdal

former Permanent Representative of Norway to the United Nations in New York (2003-2008)

Ambassador Kishore Mahbubani

Dean, Lee Kuan Yew School of Public Policy, National University of Singapore and former Permanent Representative of Singapore to the United Nations (1984-1989, 1998-2004)

International Advisory Group (con't)

Dr. Ram Manikkalingam

Director, Dialogue Advisory Group and Visiting Professor at the University of Amsterdam and former Senior Adviser to the President of Sri Lanka

Lt. Gen. Satish Nambiar

former Director, United Service Institution of India and former Deputy Chief of Staff of the Indian Army and former Force Commander of the UN Protection Force in the former Yugoslavia

Ambassador Thomas Pickering

former Senior Vice President of International Relations of the Boeing Company and former Permanent Representative of the US to the United Nations in New York (1989-1992)

Ambassador Allan Rock

President and Vice-Chancellor of the University of Ottawa and former Permanent Representative of Canada to the United Nations in New York (2004-2006)

Yvette Stevens

Permanent Representative of Sierra Leone to the United Nations in Geneva and former UN Assistant Emergency Relief Coordinator and Director of the Office for the Coordination of Humanitarian Affairs in Geneva

(Reflects membership and affiliation as of 31 December 2012)

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(Reflects staff as of 31 December 2012)