To foster public debate on key foreign policy issues and reach out to the interested public, the Council augments its traditional programs through these Special Initiatives:

- The Council assembled a team of senior journalists and launched “The Source,” at www.cfr.org, in the fall of 2002 to provide reliable, easy-to-understand, nonpartisan information and background on international issues.

- The Council released eleven Independent Task Force reports and launched three more Task Forces.

- The Center for Preventive Action (CPA) offered practical recommendations for preventing deadly conflict in regions of particular vulnerability through two reports, one on the Balkans and another on Papua.

- The Council published a Council Policy Initiative (CPI) by Lawrence J. Korb on three policy options for implementing the national security strategy.

- The Congress and U.S. Foreign Policy Program encouraged a sustained and informed dialogue with members of Congress and their staffs.

- And finally, honoring books that make an outstanding contribution to the understanding of foreign policy or international relations, the second annual Arthur Ross Book Award was presented to Samantha Power for her book, “A Problem from Hell”: America and the Age of Genocide.
In the increasingly complex world, informed Americans need a place where they can find reliable, easy-to-understand, non-partisan information and background, where they can sort out fact from fiction and truth from spin. To address this need, the Board of Directors endorsed a new goal: outreach—to make the Council the source for ideas and clear and accurate information on key international issues for the interested public.

As the principal vehicle to meet this goal, the Council launched “The Source,” at www.cfr.org, and assembled a team of experienced journalists: Michael Glennon, formerly of Newsweek and Newsweek International, is the senior editor of www.cfr.org; and Bernard M. Gwertzman, a former editor at the New York Times and NYTimes.com, is the consulting editor.

Due to the high-caliber information and insights on the site, premier web-based information providers are partnering with the Council: NYTimes.com carries on its international page the Council’s Q&As and Foreign Affairs articles; CNN.com features a link from its world page to “The Source,” as does Newsweek International. Other partners include the Online NewsHour, Yahoo! News, Economist.com, WashingtonPost.com, LATimes.com, ChicagoTribune.com, USAToday.com, and MTV.com.

Featured on sites such as CNN.com and NYTimes.com, “The Source” provides reliable, nonpartisan information and analysis on top international issues to a wider audience.

Key sections include:

- Background on the News—easy-to-understand analysis in Q&A format on hot topics
- Terrorism: Q&A—the Council’s acclaimed online encyclopedia of terrorism
- Gwertzman Asks the Experts—in-depth interviews with foreign policy experts
- Must Reads—speeches, articles, and op-eds on current issues in international affairs and foreign policy organized by region and topic
- Campaign 2004—foreign policy statements made by the presidential candidates
- World Events Calendar—a comprehensive list of major international events
Task Forces

The Council sponsors an Independent Task Force when (1) an issue of current and critical importance to U.S. foreign policy arises and (2) it seems that a group diverse in backgrounds and perspectives may, nonetheless, be able to reach a meaningful consensus on a policy through private and nonpartisan deliberations. Once formed, Task Forces are independent of the Council and solely responsible for their conclusions.

This year, under Lee Feinstein, director of strategic policy, who coordinates the Council’s Task Forces, many of the reports had a significant impact on the national debate.

The Independent Task Force on Emergency Responders, chaired by Warren B. Rudman, concluded that the United States remains dangerously unprepared to handle a catastrophic attack on American soil. The report marked the first time that data from emergency responders was compiled to estimate national needs. The Task Force concluded that federal spending would need to be tripled over the next five years to address a budget gap of almost $100 billion.

The Independent Task Force on Burma, chaired by former Assistant Secretary of State Mathea Falco, called on the United States to urge the UN Security Council to take action in response to the military government’s crackdown on the democratic opposition.

The Independent Task Force on India and South Asia, co-chaired by Marshall M. Bouton, Nicholas Platt, and Frank G. Wisner II, warned of the threat to stability in Afghanistan without greater U.S. support to the transitional government of President Hamid Karzai. The report, cosponsored...
with the Asia Society, concluded that a return to warlordism in Afghanistan would be a major defeat in the U.S. anti-terror campaign and would gravely erode America’s credibility around the globe. The Task Force is continuing its work on U.S.-India, U.S.-Pakistan, and Indo-Pakistani relations.

The Task Force on Chinese Military Power, under the leadership of Chair Harold Brown and Vice Chair Joseph W. Prueher, concluded that while China is pursuing a deliberate course of military modernization, it is at least two decades behind the United States in terms of military technology. If the United States continues to dedicate significant resources to improving its military forces, as expected, the balance between the United States and China, both globally and in Asia, is likely to remain decisively in America’s favor for at least the next twenty years.

The Task Force on Korea, co-chaired by Morton I. Abramowitz and James T. Laney, released its fourth report in May. The Task Force concluded that progress on ending the North’s nuclear programs depends on four conditions: better relations between the United States and South Korea, a genuine U.S. commitment to engaging in serious negotiations, agreement on interim steps to prevent further advances in the North’s nuclear program, and the ability to persuade China to use its influence with North Korea.

The Independent Task Force on Iraq, co-chaired by Thomas R. Pickering and James R. Schlesinger, released its report in March, days before the onset of the war. The Task Force called on the United States to make the necessary multiyear, multibillion-dollar commitment to rebuilding Iraq. It presciently warned that establishing public security was a precondition for achieving any of the main objectives for post-conflict Iraq. The Task Force built on the work of the Council on Foreign Relations–Baker Institute Working Group on Post-Conflict Iraq, co-chaired by Edward P. Djerejian and Frank G. Wisner II.

The Independent Task Force on Threats to Democracy, ...
The Independent Task Force on Homeland Security topped the news of the major media.

Representative David Dreier (R-CA) and former Representative Lee H. Hamilton (D-IN), Co-Chairs of the Independent Task Force on Enhancing U.S. Leadership at the United Nations, present the findings of their Task Force to Council members and the press on Capitol Hill.

The Independent Task Force on Terrorist Financing, chaired by Maurice R. Greenberg, attracted extensive media attention to this critical aspect of the war on terrorism. The Task Force found that U.S. efforts to curb terrorist financing after the September 11 attacks, the report sparked debate when it said that the administration’s current efforts were “strategically inadequate” to protect U.S. security.
financing are not commensurate with the ongoing threat to U.S. national security.

The Independent Task Force on Enhancing U.S. Leadership at the United Nations, co-chaired by David Dreier and Lee H. Hamilton, concluded that the United States is less effective in the United Nations than it can and should be, and it outlined a strategy based on expanded cooperation among the UN’s democracies to do better. Representatives David Dreier (R-CA) and Tom Lantos (D-CA) sponsored legislation based on the findings of the Task Force in the spring of 2003. Freedom House cosponsored the report.

The Independent Task Force on Public Diplomacy, chaired by Peter G. Peterson, concluded that the United States must do much more to counter rising anti-Americanism. The Task Force report, revised in 2003 to take account of developments after the war in Iraq, made three principal recommendations: integrate public diplomacy officials into the policymaking process to make public diplomacy concerns “present at the creation” of U.S. foreign policy; create a public diplomacy coordinating structure led by the president’s personal designee to advise the president and set public diplomacy priorities; and develop public-private partnerships, including the creation of a Corporation for Public Diplomacy, to give flexibility and energy to America’s public diplomacy efforts.

**Task Forces Under Way**

The Independent Task Force on Transatlantic Relations, co-chaired by Henry A. Kissinger and Lawrence H. Summers, was convened in light of the widening rift between the United States and Europe. The panel will examine the extent of current differences between the United States.
Special Initiatives

Deadly ethnic and civil conflicts continue to plague many parts of the world, with dangerous implications for the regions in which they occur and beyond. The Council's Center for Preventive Action seeks to identify and engage stakeholders—governments, international organizations, nongovernmental organizations, and the business community—to develop and promote peaceful and sustainable solutions. The center fashions strategies with specific, tangible recommendations that use incentives—"carrots and sticks"—to unite the stakeholders and to modify the behavior of key local leaders.

When an armed conflict or potential conflict with important implications for U.S. policy develops, the center creates a Preventive Action Commission with the aim of reaching a meaningful consensus on policy recommendations through independent, nonpartisan deliberations. These recommendations are released in a written report.

The Center for Preventive Action

The Independent Task Force on Nonlethal Weapons will assess available information and prepare a report that will define the best path for integrating nonlethal capabilities into U.S. military doctrine and operations in the wake of the war in Iraq. The Task Force, co-chaired by Paul X. Kelley and Graham T. Allison, will provide the third and final evaluation of nonlethal weapons by Council-sponsored Independent Task Forces.

The Independent Task Force on Japan, co-chaired by C. Fred Bergsten and Carla A. Hills, will recommend how to work with Japanese leaders to make the difficult decisions necessary to rejuvenate the Japanese economy. The Task Force is cosponsored by the Council and the Institute of International Economics.

For a list of recent Task Force reports, please see pages 75–76.

CNN.com featured information and views provided by experts at the Council on Foreign Relations about turmoil plaguing countries and regions throughout the world, including effects of unresolved strife, efforts to restore peace, and recommendations for possible resolutions.
The Council undertakes a Council Policy Initiative (CPI) when a foreign policy issue is of current and critical importance but it seems highly unlikely that clashing views can be reconciled in a meaningful consensus by a Task Force. The goal of a CPI is to spark debate among interested Americans on key foreign policy choices in ways that can be easily understood by informed nonexperts. CPI authors try to make the best case for each alternative.

To this end, the Council publishes a concise text containing the choices, usually written as speeches that a U.S. president could give, with a cover memo written as if by a key presidential adviser, summarizing the choices and giving the necessary historical and political background.

Lawrence J. Korb’s *A New National Security Strategy in an Age of Terrorists, Tyrants, and Weapons of Mass Destruction: Three Options Presented as Presidential Speeches* lays out alternative national security strategies being discussed within and outside the Bush administration. These alternatives would lead the United States in very different directions. The first, “U.S. Dominance and Preventive Action,” argues that the United States must have the capability and will to use force, preemptively and unilaterally if necessary, to meet the threat from rogue states and terrorists. The second, “A More Stable World with U.S. Power for Deterrence and Containment,” states that dealing with the most urgent threats requires the United States to take the views of others into account and make a serious effort to contain and deter these threats before resorting to military force. The third, “A Cooperative World Order,” calls for a more cooperative, rule-based international system backed by American power used in concert with U.S. friends and allies.

The Congress and U.S. Foreign Policy Program aims to improve Capitol Hill’s understanding of international issues.

Congress and U.S. Foreign Policy Program

A n informed Congress is essential to an effective American foreign policy, and an informed congressional staff is essential to an effective Congress. Reaching across party lines, the Council’s Congress and U.S. Foreign Policy Program provides a forum for senators and representatives and their staffs to discuss major international issues in small nonattribu-

This year, the Council increased its efforts to create a sustained foreign policy dialogue on Capitol Hill. Through its popular congressional roundtable and a special initiative to involve more members of Congress in events, the Council strengthened its ties with key legislators. The Congress and U.S. Foreign Policy Program, co-chaired by Thomas E. Donilon and Kenneth M. Duberstein, was conducted under the leadership of co-

directors Robert C. Orr and Alton Frye. The roundtable brought together a bipartisan, senior-level group of congressional staff members from both houses to discuss the top foreign policy challenges of today and tomorrow. More than 150 congressional staffers participated in over 20 roundtables on issues ranging from NATO’s mission in the 21st century to the Millennium Challenge Account.

The initiative to cultivate relationships on Capitol Hill more than tripled the number of members who participated in Council events. Members of Congress—including John Warner, Carl Levin, Jim Kolbe, Norman Dicks, James Leach, Joseph I. Lieberman, David Dreier, Sam Brownback, Joseph R. Biden, Bob Graham, Larry Craig, and John Sununu—addressed a range of pressing issues, including drugs and terrorism in Colombia, U.S.-Syrian relations, and postwar Iraq.
The annual Arthur Ross Book Award recognizes books that make an outstanding contribution to the understanding of foreign policy or international relations. The prize, endowed by Arthur Ross in 2001, is for nonfiction works from the past two years, in English or translation, that merit special attention for:

- bringing forth new information that can change our understanding of events or problems;
- developing analytical approaches that allow new and different insights into a key issue; or
- providing new ideas to help resolve foreign policy problems.

With a gold medal prize of $10,000 and a silver medal prize of $5,000, the Arthur Ross Book Award is the most substantial award in the United States for any book on international affairs. The winning books are chosen by a jury comprising scholars, practitioners, and businesspeople, including the editor of Foreign Affairs. The jury is chaired by publishing agent Morton L. Janklow.

In 2003, the gold medal was awarded to Samantha Power for her book “A Problem from Hell”: America and the Age of Genocide. The silver medal went to Margaret MacMillan for Paris 1919: Six Months That Changed the World, and an honorable mention was awarded to Philip Bobbitt for The Shield of Achilles: War, Peace, and the Course of History.