

UNITED STATES INSTITUTE OF PEACE

PeaceWatch



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*United States
Institute of Peace*

CELEBRATING 25 YEARS
OF PEACEBUILDING

“I am certain that our decision to establish the United States Institute of Peace will be regarded by those who come after us as one of the best investments in the future that our nation has ever made.”

Senator Jennings Randolph

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Training to Build Peace



USIP Chairman Robin West, Vice President of Domestic Programs for Education and Training Pamela Aall, Vice Chairman George Moose and former Chairman Chester Crocker inaugurate the Academy for International Conflict Management and Peacebuilding.

The United States Institute of Peace has opened the Academy for International Conflict Management and Peacebuilding. The goals of the Academy are to

- strengthen the knowledge and skills of conflict management practitioners through education and training courses,
- develop materials to prepare professionals to work in conflict zones,
- build the capacity of other institutions to educate and train about conflict prevention and resolution, and
- create a community of conflict management professionals across specializations, institutions and national borders.

The Academy's curriculum encompasses core courses on conflict prevention, management and resolution, as well as skill-based and sectoral courses. The courses are designed to complement existing academic and professional programs in international

security, conflict management and peacebuilding. Through the Academy, participants from diverse backgrounds including the military, international organizations, the non-profit sector, international development agencies, and educational institutions have an opportunity to participate in a common learning experience on the critical issues and tasks that they will face in conflict zones.

Over the last 20 years, the global security environment has moved from the relative stability of the Cold War era to a more chaotic environment characterized by conflicts based not only on political ideology but also on ethnic, religious and cultural identity. Many of today's threats and national security challenges do not come from other powerful states. They come from weak ones, failing ones, troubled friends

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UNITED STATES INSTITUTE OF PEACE ACADEMY

FOR INTERNATIONAL CONFLICT MANAGEMENT AND PEACEBUILDING

CORE COURSES

Foundations of Conflict Analysis

An introduction to the subject of conflict analysis, illustrating analytical tools used by practitioners through case studies and scenario gaming exercises. Provides analytical tools for assessing local and regional causes of conflict, potential triggers for escalation, and opportunities for productive engagement by third parties. Prerequisite: Completion of USIP Online Certificate Course in Conflict Analysis.

Preventing Deadly Conflict

Participants will learn techniques to analyze emerging conflicts and identify opportunities for productive engagement by third parties to prevent or mitigate violence. Examines long-term strategies for conflict prevention (e.g., development assistance and other economic interventions, human rights promotion, governance reform), as well as tools for preventing imminent violence or halting violent conflict in its initial stages.

Peace Processes: Making a Deal, Making it Stick

Participants learn how to help secure an agreement and insure its provisions can be successfully implemented for a lasting peace. Course includes lessons on getting parties to the table, addressing paradoxes, dilemmas, asymmetries, and ambiguities inherent in peace processes. Concepts and phenomena such as diasporas, spoilers, gender inclusion, ritual transformation, power, and numerous negotiation issues are explored.

Introduction to Post-Conflict Strategies and Operations

This 'hands on' course provides students with a framework for organizing and implementing post-conflict peace and stability operations based upon desired end-states. The course will focus on critical issues that confront post-conflict interventions and the overarching leadership challenges involved in managing these interventions.

Peacebuilding Organizations and Institutions

This course covers the missions, cultures, operating procedures, and other essential characteristics of key international organizations, regional organizations, government organizations, militaries, and nongovernmental organizations in peace and stability operations. Interorganizational planning, communication, and coordination in hostile environments are also addressed.

STRATEGIC COURSES

Concepts, Tools, and Skills

Engaging With Identity-Based Differences

This course outlines strategies and distinctive challenges for third-party mediators and other advisers, including countering hate speech and exclusionary policies, engaging religious and tribal leaders, estab-

lishing trust through intergroup dialogues, and other measures. Recommended for practitioners whose peacebuilding work requires them to work with religious, ethnic, tribal, and minority groups.

Strengthening Local Capacity: Training, Mentoring, Advising

The course covers fundamentals of how to develop and transfer professional capacity in fragile states including: designing and implementing teaching and training programs, recruiting and engaging adult learners, and establishing adequate and effective mentorship programs. Recommended for those whose work includes training, adult education and skills transfer to individuals across sectors in post-conflict environments.

Cultural Adaptability in Complex Operations

Participants learn and practice culturally sensitive communication, negotiating across cultures, understanding cultural differences as drivers of conflict, identifying obstacles facing organizational designs, and incorporating culture into planning. Recommended for those whose work requires interacting with local populations as well as military and civilian sectors.

Mediating Violent Conflict

Working in fragile environments or conflict zones often requires mediation between parties, whether at a grassroots level or in state capitals. Participants will learn the fundamentals of mediation from identifying ripeness to creating effective strategies to help parties reach agreement. Students practice their skills through simulations, role play, and case studies.

Leading Adaptive Teams in Conflict Environments

An introductory leadership course for students from different institutional backgrounds expecting to lead teams in the field. Helps students understand core leadership functions critical to working in conflict environments, and to develop the skills necessary to implement them. Topics include: effective decision-making, leadership, and coordination issues in uncertain, chaotic environments.

Civil Resistance and the Dynamics of Nonviolent Conflict

Provides an in-depth and multidisciplinary perspective on civilian-based movements and campaigns in defending and obtaining basic rights and justice around the world. This course will focus on governance, strengthening civil society, grassroots movements, and human rights.

Negotiations: From Checkpoints to High Politics

Participants learn to adapt their tactics to varying, dynamic situations, and how to plan for a negotiation. Instead of a one-size-fits-all approach, participants master a fifteen point framework that encourages improvisation and helps overcome barriers to agreement in situations ranging from policy coordination to crisis negotiations in the field to high-level diplomatic encounters.

SENSE

SENSE is a computer-facilitated three-day simulation that focuses on negotiations and decision-making, including resource allocation challenges and cross-sectoral coordination for the full range of national and international actors. Sophisticated computer support provides participants with rapid feedback on the interactions of all the decisions in terms of political stability, social well-being, and a foundation for sustainable economic progress.

SECTORAL COURSES

Security and Protection in Fragile States

This course focuses on the critical nexus between the different security mechanisms of the state, including DDR, SSR, illicit power structures, and the actors involved such as the military, the police, private security, NGOs, and civil society that share a space in an intervention. Participants learn approaches that enhance the legitimacy of a mission and facilitates the transfer of responsibility for security to the host country.

Governance and Democratic Practices in War to Peace Transitions

This course will enable practitioners and policymakers to develop effective strategies in establishing stable institutions and helping to support a robust civil society in transition environments. Interactive exercises with critical analysis of various case studies focus on establishing governance and democratic practices in divided societies, and offer a framework that can be applied in unstable, post-conflict environments.

Rule of Law Practitioners Course

Offers a comprehensive introduction to rule of law promotion in fragile and post-conflict states. Topics include: reforming justice institutions (courts, prisons, prosecution, police, and defense), law reform, constitution-making, transitional justice, customary justice, legal empowerment and rule of law program management.

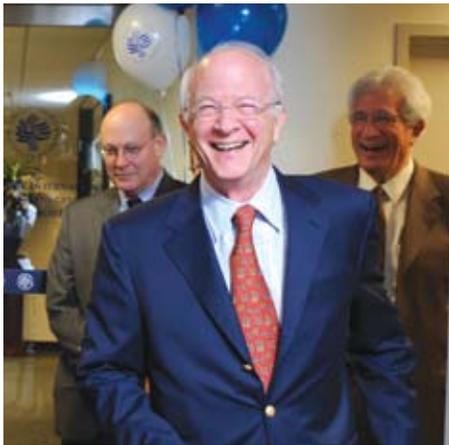
Economics and Conflict

Participants explore the analytical links between economic activity and conflict as well as the practical constraints and rewards of using economic instruments of conflict management. Participants formulate the use of economic instruments within a strategic framework for economic development in vulnerable and conflict-affected states.

Enhancing Social Well-Being in Fragile States

Building on the experiences of numerous international actors, this course investigates the fundamentals of successful humanitarian assistance and facilitates in-depth discussions of the longer-term needs for social well-being and development in fragile states. The course will focus on humanitarian assistance, refugee populations, and the development of institutions that contribute to social well-being.

Training to Build Peace, from page 1



Board Members Jeremy Rabkin and Chester Crocker, and President Richard H. Solomon celebrate the formal opening of the Academy.

and complicated partners. They come from war-torn regions and virtual communities. They come from nonstate actors. Above all, they often come from conflict zones, places of bad governance, weak institutions, deep-seated communal cleavages and the types of social environments that drive young men into criminal businesses, piracy, illegal networks and terrorism. “These courses fill a major gap in the availability of training opportunities for a range of U.S. and non-American professionals from the official and nongovernmental communities interested in best practices related to the management and resolution of violent conflict,” says Chester A. Crocker, chairman of the Academy’s Advisory Council and former assistant secretary of state for African Affairs.

“Setting up a range of coursework for participants physically present in Washington or via distance learning, the Academy will cover the conflict management waterfront from analysis to facilitation and from prevention to post-conflict peacebuilding.”

“Working in this environment, we have learned that the conflict manager’s toolkit must include many things—negotiation, institution building, capacity building, the development and transmission of norms, the arts of reconciliation and communication across divided societies,” says Pamela Aall, vice president for Domestic Programs, Education and Training Center. Unlike the Cold War period, these political tools are

widely diffused and distributed throughout our society and the international community in NGOs and regional organizations as well as the U.S. and the UN. These evolving challenges require improved preparation for international professionals working in such environments.

Around the world, intractable conflicts continue to resist peacemaking efforts of the UN, the U.S. and others. In the Middle East, Israelis and Palestinians have struggled for years to reach a negotiated settlement with only modest results. In parts of Eurasia, secessionist struggles, power struggles, border disputes and guerrilla insurgencies ebb and flow but show few signs of receding entirely. The conflicts in Kashmir and the Philippines continue to flare up despite concerted efforts to engage in talks. In many parts of sub-Saharan Africa, including Sudan, northern Uganda, the Democratic Republic of Congo and Somalia, intense intrastate conflicts exact a high toll on their own populations and threaten to flow into neighboring countries.

In addition, U.S.-led interventions in Iraq and Afghanistan have underscored the finite uses of military power and the importance of identifying other instruments to restore political order. Military power—to be effective—must be applied in a political context.

To address root causes of instability—rather than simply its results—a number of governments and other organizations are taking on the tasks of conflict prevention, peacebuilding and post-conflict operations. National and international leaders have also come to recognize that today’s global security challenges are intertwined with humanitarian concerns, and that hard military and economic power must be integrated with soft power to achieve peace and security. Intervention has become increasingly long-term, multi-dimensional and complex.

The Academy will be a space for this learning, providing a place where the contribution, strengths and weaknesses of all of the tools of conflict response—military, political, official and nonofficial, American and international—can be explored, examined and made accessible to current and future practitioners.

How it works

The Academy currently offers a number of courses held at the Institute’s headquarters in Washington. These are generally 40-hour courses, held either intensively during one week or in shorter evening sessions over a six to twelve week period.

The courses offered through USIP’s education and training center include a mix of theory and practice, with a heavy emphasis on applied exercises, including case studies, simulations, and practical and small group exercises. They take a two-fold approach to teaching. They are largely elicitive in nature, meant to draw out and utilize each participant’s professional experience. The classes also have a prescriptive component: new concepts and analytical tools are introduced, with the aim for each student to identify and articulate how these ideas can be directly applied to his or her work. An essential aspect of the courses will be distance education. In time, all courses will have an online component to reach much broader domestic and overseas audiences.

Academic credit may be offered for some courses through partnerships with degree-granting organizations. In addition, the Institute will give a certificate of achievement in conflict management for each course. Students who complete four of the courses will receive a credential in conflict management. Students who complete eight courses and complete a capstone exercise or submit a thesis will receive a diploma in conflict management.



Academy students are trained to become skilled conflict management practitioners through theory and practice, group exercises, case studies and simulations.

In the Field: Success Stories

Iraq

Diyala Province Proves a Model for Success

Lying northeast of Baghdad and stretching toward Iran in the East and Kurdistan to the North, Diyala Province was once the breadbasket of Iraq. But a seemingly never-ending series of conflicts left the province battered and tense: Sunni resistance and strife between Sunni and Shia militias, the fight against al-Qaida, and tension between Iraqi and Kurdistan Regional forces.

Diyala Province remains a precarious place but there are signs of hope, in part because of USIP efforts on the ground there. On May 4, 2009, the Provincial Council of Diyala Province, supported by a joint USIP-State Department Team, issued a “Diyala Declaration” that outlined a vision for the province, which has been devastated by war, terrorism and drought for the past six years. Patricia Thomson, former executive vice president of USIP, currently serves in Iraq as Governance Team leader, and worked with the Institute experts in achieving this success.

The Council members, who represent the full spectrum of Iraqi politics and soci-



Top and bottom: Afghani participants in advanced working groups focus on conflict resolution strategies that can be applied to conflicts in their own communities.

ety, agreed upon a common set of goals including security, economics, transparency and efficiency in governance, improved education and the prompt and orderly return of displaced persons.

The declaration is a living document subject to revision and refinement by the Provincial Council members after consultation with citizens of the province.

This framework reflects USIP’s impact in helping to create sustainable mechanisms and models in the field.

In other Iraq news, our team recently received a letter that reminded everyone of the impact USIP’s on-the-ground efforts have on individuals. The letter came from William H. Zemp, a Senior Fellow in the State Department’s Bureau of Political-Military Affairs. “I wanted to take a moment and say thank you,” Mr. Zemp wrote. “I was the battalion commander that worked with you in Mahmoudiya Iraq 2007–2008. Your initiatives helped save the lives of my guys and gave us other alternatives in nonviolent conflict resolution. You made a big difference in Mahmoudiya.”



Afghanistan

Afghanistan: A Network of Afghan Facilitators Resolves Provincial Conflicts

USIP’s Network of Afghan Facilitators, formed and trained from the Institute’s

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—William H. Zemp

Educational and Training Center/International, is showing progress on the ground, province by province in Afghanistan. Afghan trainers are working together to help resolve conflicts in provinces suffering from crushing poverty, low literacy, widespread corruption and broad cultural divides. Modeled after USIP’s work in Iraq, the facilitation network prevents violence and mediates tribal and community-level conflicts. These facilitators mend cleavages that, if allowed to fester, would become ripe for wider exploitation by the Taliban, warlords and other antigovernment forces.

This network of Afghan facilitators also helps resolve family-level disputes involving substantial abuse of women. The network, and the Afghan nationals who comprise it, have been involved in active community organizations, such as the Khost Conflict Resolution Commission and other local partners.

USIP experts Keith Bowen and Nina Sughrue have been working for more than a year on negotiation and mediation training programs that are showing success. Some of the difficult cases that Afghan facilitators have resolved include: women not allowed by family members to work outside the house, drug dealers attempting to burn women, a married person forced by his parents to divorce his wife and a marriage arranged in exchange for money.

Sudan

USIP Works with Sudanese Police and Civil Society Groups on Violence Prevention

Youth and civil society organizations are not accustomed to mingling with police and security officers on a friendly basis in Sudan. But USIP is helping to change that dynamic and enable security forces and civil society organizations to form working relationships to prevent violence in the run-up to elections.

Designed by USIP’s Education and Training Center/International and the Institute’s Center for Analysis and Prevention, the first electoral violence prevention program began in Sudan in January 2009 and quickly produced results. The local partner, the Institute for the Development of Civil Society, invited local police to present a plan for securing elections. USIP was able to work with police and security officers to create more cooperation with civil society leaders. Their efforts resulted in a voter education program and the breakdown of social barriers. Further dialogue and joint programs are now envisioned.



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Centers of Innovation

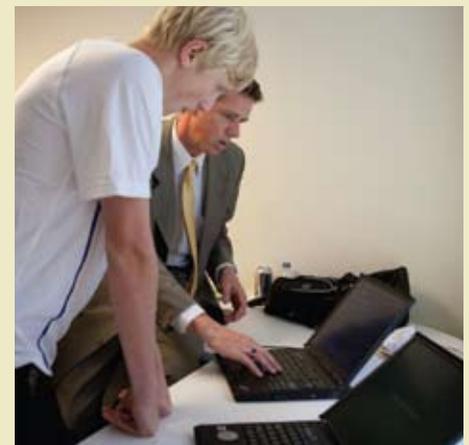
USIP’s Centers of Innovation focus on specialized sectors essential to peacebuilding. The Centers of Innovation

- conduct research, identify best practices and develop new peacebuilding tools within their areas of expertise;
- help define and shape their respective fields;
- work with USIP’s other Centers to develop and implement integrated strategies for the Institute’s work in conflict zones.

One of this year’s biggest success stories came out of the Center for Science, Technology and Peacebuilding/Media, Peacebuilding and Conflict, a major two-day conference on ‘Smart Tools’.

“Smart Tools for Smart Power: Simulations and Serious Games for Peacebuilding” offered a look at how the latest online, scenario-driven simulations and 3D virtual environments can lay the foundation for more effective peace operations, negotiation and cooperation. The event engaged more than 300 online participants from 24 countries through various social media platforms.

The conference concluded with a tour of Lockheed Martin’s interactive conference facility. Sheldon Himelfarb, who directs USIP’s media, science, and technology programs, is already planning next year’s events.



On July 16, USIP’s Center of Innovation for Science, Technology and Peacebuilding hosted a full-day multi-media showcase of state-of-the-art simulation and “serious gaming” tools that promised to transform the way peacebuilding organizations train, plan and collaborate.

National Peace Essay Contest

This year more than 1,000 students submitted entries to the National Peace Essay Contest while thousands more participated in related writing and classroom exercises in high schools around the country.

Sophia Sanchez from Missouri, Erin Morbeck from Arkansas, and Sean Ray from Mississippi are the three national winners of the 2008–2009 National Peace Essay Contest.

They won \$10,000, \$5,000, and \$2,500 in college scholarships. Each state winner is awarded a \$1,000 scholarship. Over the years, more than 1,300 state winners have participated in the Washington Awards Program. Many of these students have gone on to study foreign policy issues in college or pursued careers in international affairs.

Each year, the Institute's staff organizes an exciting program for the state winners during their week in Washington, D.C.

Activities include

- a challenging three-day simulation;
- meetings with knowledgeable speakers such as distinguished foreign policy scholars, practitioners, public officials in Congress and foreign diplomats;
- visits to historic national memorials and museums; and
- an awards banquet to announce national winners and honor state winners.

The contest promotes discussions about challenging international issues of today among students, teachers, parents and youth leaders. The contest also improves and strengthens students' critical thinking, research and writing skills.

2010–2011 Contest Topic: The Effectiveness of Nonviolent Civic Action

Each year, the Institute's Board of Directors chooses a topic from among many of the most critical international issues of today. Crimes against humanity, natural resources, nuclear proliferation and youth in conflict are some examples of issues that have been highlighted in the past.



This year's National Peace Essay Contest winners spent a day on Capitol Hill, where they were given the opportunity to meet with congressional representatives and staffers from their home states.

The 2010–11 contest gives students an opportunity to examine the role of citizens in bringing about change using nonviolent methods. Students are asked to conduct research and form their own ideas on conditions under which nonviolent civic actions will most likely achieve justice, end conflict or lead to positive political and social change.

Students may participate in the essay contest on their own or as part of a class.

On their final night in Washington, they were treated to a celebration and awards ceremony in Georgetown, where CNN reporter Wolf Blitzer gave the opening remarks.

Educators who are passionate about these issues and dedicated to challenging students to think globally can make the contest a part of their curriculum or encourage students to write essays outside of their class work. A study guide on the essay contest topic is available online (www.usip.org/npec/sg10.pdf).

Entries must be received by February 1, 2010. Visit www.usip.org/npec for more information.



Clinton Gives Acheson Lecture

In remarks focused on nuclear nonproliferation and timed to coincide with the Institute's 25th anniversary, Secretary of State Hillary Clinton delivered the 2009 Dean Acheson lecture. In addressing the United States Institute of Peace, Secretary of State Clinton talked about the important work we are doing in the area of nonproliferation, including the recent report issued by the Congressional Commission on the Strategic Posture of the United States, chaired by former Secretary of Defense William J. Perry with James R. Schlesinger as vice chairman. The report examined key issues related to national security, arms control and nuclear technology. Here are some excerpts:

“At the close of World War II, Acheson was serving as under secretary of state. Secretary of War Henry Stimson was the country's leading advocate for nuclear arms control. But Stimson had a tough opponent in then Secretary of State James F. Byrnes, who wanted to leverage the United States' nuclear advantage to the maximum extent possible. Acheson looked beyond the confines of his bureaucracy and joined with the secretary of war in favor of arms control. He recognized that the world was at a crossroads. And he saw that the United States had an obligation and an interest in working with other nations to curb the spread of the most dangerous weapons in history.

Today, we find ourselves at yet another crossroads. . . . We now face a different kind of threat, a threat that is more diffuse and perhaps even more dangerous. The range and intensity of current nuclear proliferation challenges is alarming.

The nuclear threat cannot be checked by us acting alone. Whether we seek to prevent the smuggling of dangerous nuclear materials, establish a new international framework for civil nuclear energy cooperation, increase the IAEA's budget or persuade governments with nuclear weapons ambitions to abandon their quest, we can only achieve our goals through cooperation with others.

Clinging to nuclear weapons in excess of our security needs does not make the United



U.S. Secretary of State Hillary Clinton addressed USIP on October 21, as part of the Institute's annual Dean Acheson Lecture. Secretary Clinton discussed the challenges of countering proliferation.

“The nuclear threat cannot be checked by us acting alone. Whether we seek to prevent the smuggling of dangerous nuclear materials, establish a new international framework for civil nuclear energy cooperation, increase the IAEA's budget or persuade governments with nuclear weapons ambitions to abandon their quest, we can only achieve our goals through cooperation with others.”

States safer. And the nuclear status quo is neither desirable nor sustainable. It gives other countries the motivation or the excuse to pursue their own nuclear options.

The right way to reduce our excess nuclear forces is in parallel with Russia. . . . But we must do more than reduce the numbers. . . . We believe now is the time for a look—a fresh look at the views on the role of the U.S. nuclear weapons arsenal.

For almost two decades, and over four successive administrations, the United States has observed a moratorium on nuclear testing. . . . A test ban treaty that has entered into force will allow the United States and others to challenge states engaged in suspicious testing activities. . . .

And make no mistake, other states—rightly or wrongly—view American ratification of the CTBT as a sign of our commitment to the nonproliferation consensus.

Just as Acheson did in his time, we must meet this challenge by acting boldly, wisely, hopefully and in concert with other nations. And once again, if we do so, American leadership will ensure our security and the peace of future generations.”



Covering the World

New Book on Iran Sparks Panel Discussion

On September 23, 2009, USIP launched the latest volume in its Cross-Cultural Negotiation series, *Negotiating with Iran: Wrestling the Ghosts of History*, at a special event on U.S.-Iranian relations. Featuring author and former ambassador John Limbert, panelists Farideh Farhi (University of Hawaii) and Kenneth Pollack (Brookings Institution), moderator Marvin Kalb asked the speakers to comment on how, if and when the United States should engage in discussions with Iran.

Limbert, who was taken hostage at the U.S. embassy in Tehran in 1979, noted that dialogue is the only possibility for ending the 30-year estrangement. "Talking to Iran, hard and disagreeable as it might be, is likely to be more productive than continuing almost three decades of noisy and sometimes violent confrontation," he writes. He emphasized that "negotiation or dialogue is not surrender or appeasement." Instead, it is a process by which two sides discover where common interests lie.

Limbert cautioned against asymmetric negotiations in which Iran's nuclear capabilities are the sole focus of the dialogue and in which neither side can address the concerns of the other. Whereas for the United States and other nations, a nuclear Iran represents a serious security threat, for

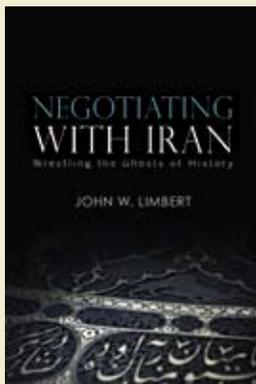
Iran, having a nuclear program is an issue of national interest, pride, identity and respect. For this reason, a dialogue on nuclear capability should be part of a discussion of a broader range of issues.

Negotiating with Iran offers case studies of past U.S.-Iranian encounters as well as fourteen recommendations for those preparing to negotiate with Iran today. Limbert advised the U.S. and the international community to take Iran's ghosts of history into consideration. "When one is in the room with an Iranian counterpart, there are ghosts in the room: ghosts of 1953 and the American-British coup that overthrew Mossadegh, ghosts of the Shah, ghosts of people like Morgan Shuster and Howard Baskerville, ghosts of the Treaty of Turkmenchay of 1827, which imposed humiliating conditions on Iran. One should be aware that those ghosts are present and going to affect the way the Iranian side or your Iranian counterpart will approach the negotiation."

For more information about the event and the book, please visit <http://www.usip.org/resources/negotiating-iran>.

USIP Press Publishes Collection of Essays on the Muslim World

The Institute presented to the public a valuable new resource titled *Conflict, Identity,*



NEGOTIATING WITH IRAN

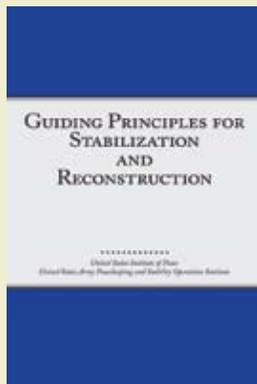
Wrestling the Ghosts of History

John W. Limbert

SEPTEMBER 2009



John W. Limbert



GUIDING PRINCIPLES FOR STABILIZATION AND RECONSTRUCTION

USIP and U.S. Army Peacekeeping and Stability Operations

SEPTEMBER 2009



Beth Cole



CONFLICT, IDENTITY, AND REFORM IN THE MUSLIM WORLD

Challenges for U.S. Engagement

Daniel Brumberg

SEPTEMBER 2009



Daniel Brumberg

and Reform in the Muslim World: Challenges for U.S. Engagement at an event on October 15, 2009, featuring Daniel Brumberg, USIP’s vice president, Centers for Innovation and coeditor Dina Shehata and special guest speakers Keith Ellison (D-MN), U.S. House of Representatives; Ömer Taçpınar, Saban Center, Brookings Institution; and Palwasha Hassan, Jennings Randolph Afghanistan Fellow, USIP. The panelists tackled questions explored in this volume, which focuses on how the United States and its Western allies are looking beyond a decade of estrangement with a Muslim world increasingly fragmented by its own domestic and regional conflicts. It highlights the challenges that these conflicts within Muslim-majority states and regions pose for the West as well as the Muslim world. A product of USIP’s Muslim World Initiative, *Conflict, Identity, and Reform in the Muslim World* brings together the diverse views of a talented group of contributors. “Our goal was not to arrive at a consensus on the issues confronting U.S.-Muslim relations but rather to reflect many diverse perspectives on ways to improve those relations and to promote Muslim-world peacebuilding,” Brumberg said.

For more information about this book,

please visit <http://www.usip.org/resources/conflict-identity-and-reform-in-the-muslim-world>.

USIP Launches Doctrine for Civillian Peace Operations

On October 7, 2009, the U.S. Institute of Peace and the U.S. Army’s Peacekeeping and Stability Operations Institute unveiled the first strategic “doctrine” ever produced for civilian actors involved in peace operations. The *Guiding Principles for Stabilization and Reconstruction* is a practical

roadmap for helping countries transition from violent conflict to peace. “The question du jour is what the strategy in Afghanistan should be,” said Beth Cole, lead writer for the manual. “This manual provides a strategic framework that can help guide that strategy.” Strategic guidance for civilian planners and practitioners engaged in these missions is long overdue. While the military for decades has been equipped with doctrine to guide its decisions and actions, civilian actors still operate without any unifying framework or principles of action. *Guiding Principles* seeks to fill this *continued page 14 >>*



‘Negotiating with Iran’ was launched at an event held at the Institute on September 23, 2009, which featured a panel discussion by (l-r) Ambassador John W. Limbert, Farideh Farhi and Kenneth M. Pollack.

Spotlight on USIP Grantees and Fellows Working Around the World

Institute fellows and grantees are doing important fieldwork in many parts of the world. Here is a snapshot of their projects.

Haiti

JR Senior Fellow Robert “Bob” Maguire (2008–10) came to USIP to analyze past international policy toward Haiti. Events quickly thrust him into a more active policy consulting role as Haiti endured devastating tropical storms and the effects of the global financial crisis, which sparked riots over rising food costs in the deeply impoverished and unstable country. Maguire addressed the Haiti Donor’s Conference in April 2009. He became an invited member of the ‘kitchen cabinet’ of the U.S. secretary of state’s chief of staff and the point person for the current review of all U.S. government Haiti policies and programs. The senior fellow traveled to Haiti, where he presented his research in Creole.

Latin America

Patricia Vasquez, a journalist and longtime expert on oil and gas issues in Latin America, joined USIP’s 2009–10 class of Jennings Randolph senior fellows on Oc-

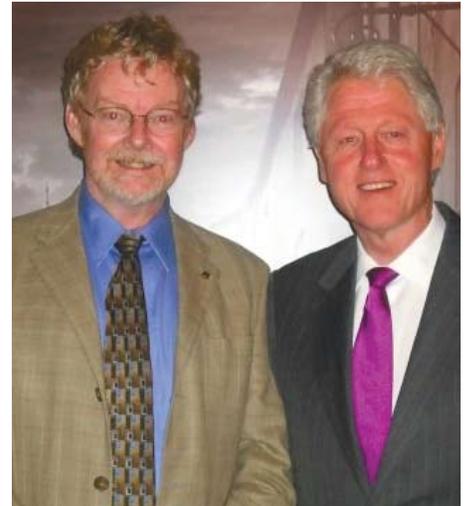
tober 1. Vasquez will analyze the development of oil and gas and its relationship to conflict in Bolivia, Ecuador, Colombia and Peru. She will map these conflicts, analyze the mechanisms by which localized conflicts around hydrocarbons exploration and development are reopening old social, economic and political tensions, and recommend actions and policies for their mitigation.

Rwanda

USIP grantee Anne Aghion has been honored with many prizes for her groundbreaking film, “My Neighbor, My Killer”. The documentary about the 1994 genocide in Rwanda was shown at the Cannes Film Festival in May 2009 and was featured in a *New York Times* article quoting USIP Associate Vice President Sheldon Himelfarb on the power of film to change lives.

Lebanon

David Tolbert, a JR Senior Fellow at the Institute this past year, has been appointed by UN Secretary-General Ban Ki-Moon to be the registrar of the special tribunal for Lebanon. The position, which is at the assistant secretary-general level, heads the Registry, the organ of the court responsible for the



Former Senior Fellow Robert Maguire traveled to New York in June to meet with President Bill Clinton regarding Clinton’s appointment as the UN Envoy to Haiti.

administration and servicing of the court, including all aspects of court management, witness protection services, the detention facilities, and press and outreach activities. Tolbert’s fellowship focused on relationships between international and domestic prosecutions and trials and the complementarity principle established in the Statute of the International Criminal Court.

Sri Lanka and Ethiopia

USIP grantee Neil Boothby presented major new findings on gender and peacebuilding in June at an Institute event on “Sexual Violence in Conflict.” In pilot studies in Sri Lanka and Ethiopia, Boothby and a team of researchers found that the majority of perpetrators who commit violence against women and children are well known to their victims. The USIP grantee and his colleagues have recently published “Care and Protection of Children in Crisis Affected Countries: A Good Practice-Policy Change Initiative” which highlights new ways to determine the incidence of human rights violations, such as gender-based violence, separated children and child soldiers.



Women participating in a peacebuilding activity organized by the Hope International Development Agency, a USIP grantee.

The Philippines

Despite continuing insecurity in Mindanao, the HOPE International Development Agency, a USIP grantee, has made steady progress in its effort to develop 52 model peace communities through the delivery of trainings in leadership, governance and value formation. Among myriad planned activities, the grantee recently convened a peace forum that featured intercultural dialogue among Muslim, Lumad and Christian participants.

Civil Resistance

Civil resistance, an increasingly salient but inadequately understood feature of international politics, is the focus of a new USIP-funded study co-edited by Professor Timothy Garton Ash and Professor Sir Adam Roberts. *Civil Resistance & Power Politics: The Experience of Non-violent Action from Gandhi to the Present* (Oxford University Press, 2009) documents and analyzes 19 cases of nonviolent resistance. Based on research conducted by academic experts on the particular cases and a conference at Oxford University, the initiative engaged participants in those nonviolent campaigns, journalists and writers who had reported on them and officials who had been involved in responding to them. The volume draws important lessons about the use of organized nonviolence as an instrument of social and political change, the role of external actors and the relationship between violence and nonviolence. It also sheds new light on the complex relationship between civil resistance and the various dimensions of power.

In recognition of the important contributions to the intellectual and policy communities in Britain, the project director, Sir Adam, was recently elected president of the British Academy.

Deadlines for Competitions

- Grants: October 1, 2010.
 - JR Senior Fellowship: September 8, 2010
- To apply online go to: www.usip.org/grants-fellowships.

The Institute Welcomes Jennings Randolph Senior Fellows and Peace Scholars for 2009-2010

Senior Fellows

Imtiaz Ali

Independent Journalist, "Emergence of the Tribal Belt as a Fault Line in the War on Terror: The Growing Influence of Homegrown Pakistani Taliban and its Implications for Regional and Global Security"

Judith Asuni

Johns Hopkins University, "Niger Delta 'Militants': Victims or Perpetrators?"; "Conflict and Violence in the Niger Delta"

Palwasha Hassan

Afghanistan fellow, "Women and the Rule of Law in Afghanistan."

William Long

Georgia Institute of Technology, "Cross-Border Health Cooperation in Zones of Conflict: Deriving Lessons for Improving Regional Stability and Global Security"

George Lopez

University of Notre Dame, "Can Sanctions be Saved?"

Andries Odendaal

Conflict Transformation Support Services, "Local Peacebuilding Forums: Methodological Considerations"

Jeremiah S. Pam

Guest Scholar, "Strengthening Weak States in the Post-Nationbuilding Era"

Sammy Smooha

University of Haifa, "The Challenge of National Minorities to Ethnic Majority Hegemony: Comparative Study of Ethnic Democracies in Israel, Estonia, Slovakia, Macedonia, and Northern Ireland"

Marc Sommers

Tufts University, "Youth, Popular Culture and Terror Warfare: Insights from Sierra Leone"

Mohammed Masoom Stanekzai

Afghanistan fellow, "Security, Reconstruction and Reconciliation in Afghanistan"

Emmanuel Teitelbaum

George Washington University, "Putting Identity in Perspective: Economic Reform and Political Stability in the World's Largest Democracy"

Patricia Vasquez

Energy Intelligence, "Untold Conflicts: Local Resistance to Oil and Gas Development in Latin America"

Col. J.M. "Matt" Venhaus

U.S. Army, "Before They Cross the Threshold: The Use of a Dissolution Strategy in Persuasive Media Campaigns to Reduce the Pool of Potential Recruits to Violent Extremism in the Middle East"

Andreas Wimmer

University of California, Los Angeles, "Understanding Ethnic Conflict"

Robin Wright

Independent journalist, "The Future of Islam"

Peace Scholars

Xanthe Ackerman

Tufts University, "After War in Africa: Can the Education Sector be Harnessed to Prevent a Return to Conflict? Case Study on Uganda, with Perspectives from South Sudan and Liberia"

Louis-Alexandre Berg

Georgetown University, "From Patronage to Public Good: The Political Economy of Post-Conflict Security Sector Reform"

Paola Castano-Rodriguez

University of Chicago, "The Time of Victims': Institutional Practices and Understanding of Violence in the National Commission of Reparation and Reconciliation in Colombia"

Benjamin Coates

Columbia University, "Trans-Atlantic Advocates: American International Law and U.S. Foreign Relations, 1898-1919"

Neereda Jacob

American University, "Sanctions as a Cause of Nuclear Reversal: (When) Do They Work?"

Patrick Johnson

Northwestern University, "The Treatment of Civilians in Effective Counterinsurgency in Operations"

Janet Lewis

Harvard University, "Ending Conflict Early: Incipient States of Insurgency and Counterinsurgency"

James Long

University of California, San Diego, "Voting, Fraud and Violence: The Problem Elections in Emerging Democracies"

Tanya Pegahi

University of Chicago, "Dangerous Deterrent? Evaluating the Risk that Nuclear Acquisition Will Embolden Weak States"

Benjamin Schonthal

University of Chicago, "Regulating Religion: State Regulation of Religion in Post-Colonial Sri Lanka"

Paul Staniland

MIT, "Explaining Cohesion, Fragmentation and Control in Armed Groups"

Lorenzo Vidino

Tufts University, "Soft Approaches to Counterterrorism: Counter Radicalization in Great Britain, the Netherlands, and Italy"

People on the Move



William B. Taylor, Jr. joined USIP in October 2009 as vice president, Center for Post-Conflict Peace and Stability Operations.

A graduate of West Point and Harvard University's Kennedy School of Government, Taylor has served in posts in Iraq, Afghanistan, the Middle East and the former Soviet Union. Most recently, he was U.S. ambassador to Ukraine from 2006 to 2009.

Prior to that assignment, he was the U.S. government's representative to the Mideast Quartet, which facilitated the Israeli disengagement from Gaza and parts of the West Bank. Taylor served in Baghdad as director of the Iraq Reconstruction Management Office from 2004 to 2005, and in Kabul as coordinator of international and U.S. assistance to Afghanistan from 2002 to 2003. Ambassador Taylor was also a coordinator of U.S. assistance to the former Soviet Union and Eastern Europe.

As an infantry platoon leader and company commander in the U.S. Army, he served in Vietnam and Germany.



Marvin Kalb, Edward R. Murrow Professor of Practice Emeritus, and Senior Fellow at the Joan Shorenstein Center on the Press, Politics and Public Policy, was the Shorenstein Centers Founding Director

and Edward R. Murrow Professor of Press and Public Policy (1987 to 1999). He was recipient of the 2006 National Press Club Fourth Estate Award. His distinguished journalism career encompasses 30 years of award-winning reporting for CBS and NBC News as Chief Diplomatic Correspondent, Moscow Bureau Chief, and host of Meet the Press. Kalb joined the Institute as its

first "Writer in Residence." Kalb is working on a book focusing on the effect of the Vietnam War on American policy and politics. He is also moderating programs for USIP and offering guidance on the media and public diplomacy.



Daniel P. Serwer leads the Centers of Innovation, full time. Previously, Serwer divided time between the Center for Post-Conflict Peace and Stability Operations and the Centers of Innovation. He launched

the Institute's on-the-ground, operational work in the Balkans, Haiti, Iraq, Afghanistan and Sudan. His new portfolio includes innovation in rule of law, religion, sustainable economies, media and conflict, security sector reform, science, technology, diaspora and gender. Serwer served from 1994 to 1996 as U.S. special envoy and coordinator for the Bosnian Federation, mediating between Croats and Muslims and negotiating the first agreement reached at the Dayton peace talks. From 1990 to 1993, he was deputy chief of mission and charge d'affaires at the U.S. Embassy in Rome, where he led a major diplomatic mission through the end of the Cold War and the first Gulf War.



USIP former board member Maria Otero was confirmed as undersecretary of state for democracy and global affairs. She accompanied Secretary of State Hillary Clinton to the Institute's event on October 21st at which Secretary Clinton spoke about the challenges of non-proliferation.



Flanked by USIP Board members Kerry Kennedy and Nancy Zirkin at the 2008 Dean Acheson Lecture, International Advisory Council member Elizabeth Bagley was sworn in on June 18th to be the State Department's Special Representative for Global Partnerships.



Former USIP board member Laurie Fulton was sworn in as U.S. ambassador to Denmark. Fulton has also been helping the Institute's building campaign to honor former Secretary of State Madeleine Albright.

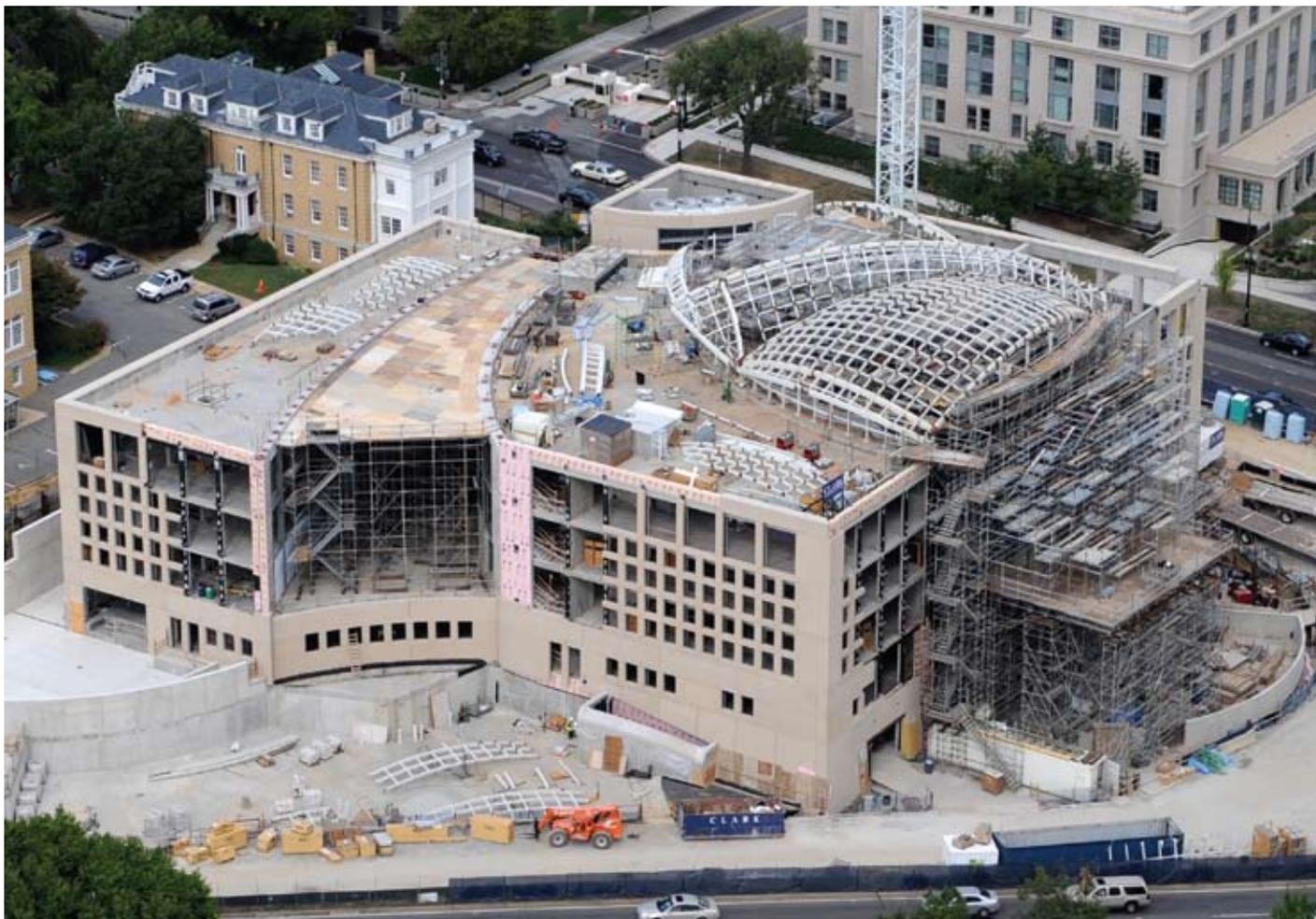
Headquarters Update



We continue to progress on the Institute's headquarters building. To date, Clark Construction has completed the structural concrete frame and has begun the precast concrete exterior façade. Scaffolding has been erected in the Great Hall to allow for installation of the glass roof and south glass curtain wall.

The roof is scheduled to be completed by early 2010. Work for the remainder of 2009 includes continuation of the façade and roof as well as mechanical, electrical and plumbing systems. We have had many guests visiting the building, including legendary jazz musician Herbie Hancock.

Left to Right: Mort Gleberman, Rona Sebastian, Tom Carter, Cheri Carter, John Stranix, Herbie Hancock and Donna Ramsey-Marshall.



Covering the World, from page 9



USIP President Dr. Richard H. Solomon and Keith Ellison (D-MN), U.S. Rep. prior to the event.

gap by introducing a comprehensive set of shared principles and a strategic framework derived from the enormous wealth of knowledge and experience that the global peacebuilding community has accrued over the last two decades.

'Guiding Principles for Stabilization and Reconstruction' is a companion publication to the U.S. Army's Field Manual 3-07: Stability Operations and is designed to support the civilian side of U.S. inter-agency operations—those entrusted to lead these challenging missions. "This book will have an incredible impact on the future of civil-military integration. Together with the Army's revolutionary Stability Operations doctrine, these complementary manuals will influence our national security for generations," said Lt. Gen. William B. Caldwell, commanding general of the U.S. Army's Combined Arms Center. "No civilian should deploy without them."

For more information about this book, please visit <http://www.usip.org/resources/guiding-principles-stabilization-and-reconstruction>.

Convening Power

One of the ways that the U.S. Institute of Peace achieves its goals is through its convening power. We generate policy options and approaches to international conflict management by bringing together experts and stakeholders to craft independent, bipartisan and practical solutions to complex issues. We engage thought leaders and practitioners with our staff and experts.



Senator Kit Bond inaugurated our Congressional Newsmaker series with a discussion of Afghanistan.



The International Advisory Council held its meeting in Washington. Kathy Bushkin Calvin of the United Nations Foundation discussed the role of NGOs in the field.



Her Majesty Queen Noor of Jordan joined scientists, media makers and online participants from more than 13 countries for "Media as Global Diplomat II," an unprecedented dialogue on the consequences of new research findings on the relationship between media and intergroup conflict.



The Hadley-Berger Senior Working Group continued its deliberations on strategies and approaches to Arab-Israeli peacemaking.



Former Prime Minister of New Zealand Helen Clarke visited USIP on July 22, 2009, to participate in our U.S.-UN Working Group.



At a presentation luncheon for the unveiling of the Guiding Principles manual were (from left) Lt. Gen. William B. Caldwell, IV, commanding general, Combined Arms Center, U.S. Army; Janine Davidson, deputy assistant secretary of defense for plans, U.S. Department of Defense; Robert Jenkins, deputy coordinator, Office of the Coordinator for Reconstruction and Stabilization, U.S. Department of State; Senior Program Officer Beth Cole and Center for Post-Conflict Stability Operations Vice President Daniel Serwer.



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June 2009 PeaceWatch
June 2009
Reflecting USIP's transition to a new era, PeaceWatch has a new look.

December 2008 PeaceWatch
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June 2008 PeaceWatch
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April 2008 PeaceWatch
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The United States Institute of Peace announces PeaceWatch—online.

While saving trees and lowering cost, the online PeaceWatch will bring readers more in-depth coverage of Institute programs and resources. Each new issue will be e-mailed, so that in one e-mail readers can see previews of articles and click on links to read the entire issue on USIP's Web site. Because each article will link to additional information such as experts' biographies, new materials and multimedia tools, readers will have far greater access to USIP's resources.

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