

UNITED STATES INSTITUTE OF PEACE

PeaceWatch



“One day we must come to see that peace is not merely a distant goal that we seek but a means by which we arrive at that goal.” —Martin Luther King Jr.

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USIP
THINK. ACT. TEACH. TRAIN.

Summer 2011

USIP Making a Difference Solving Real Problems in Difficult Places



USIP's Jacqueline Wilson welcomes Sudanese workshop participants. For more on USIP's field activities in Sudan, see page 10.

From Sudan to Iraq and Afghanistan, the U.S. Institute of Peace uses the power of its neutrality to bring together groups that might not otherwise meet or coordinate, thereby helping to facilitate dialogues that are critical to national security and foreign affairs.

In that spirit, in early February, USIP cohosted a two-day, off-the-record meeting with nine agencies ranging from the National Security Council to State to the Department of Defense to Justice and Commerce and others—including 28 bureaus, offices and commands from each—to focus on the transitions from military to civilian control in Iraq and Afghanistan, and eventually to the Iraqi and Afghan governments.

As the last American troops are scheduled to leave Iraq this year, and the first troops will leave Afghanistan starting this summer, the civilian side of the U.S. government must step up to assume a greater role in the void of the military.

The February conference, held in partnership with the U.S. Army Combined Arms Center (CAC) at Fort Leavenworth, Kansas, and the Simons Center for the Study of Interagency Cooperation, is the third annual interagency symposium.

The sponsoring organizations hoped to use the opportunity to engage key government leaders and focus on the challenges that lie ahead as the U.S. transitions from military to civilian control in Iraq and Afghanistan—and then for the eventual

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Starting an Af-Pak Dialogue

By Thomas Omestad

They are mostly Pashtuns on both sides of the northern Afghan-Pakistani frontier, but their shared ethnic heritage has not prevented their neighboring homelands from emerging as a huge fount of insecurity—not only a concern for both nations but for the wider world, too. Impoverishment and unemployment are severe, while governance remains weak. Radical Islamist-inspired terrorism by the Taliban and other groups and the military responses to it weigh heavily on life on each side of the border. In short, the famously mountainous terrain is home to too little hope and too many “angry, young men,” as Mary Hope Schwoebel, a senior program officer at the U.S. Institute of Peace, puts it.

Yet it is into these strategically vital areas that the Institute has launched a unique attempt at outreach, with the aim of helping to channel the frustrations and demands of marginalized people into productive, peaceful directions.

Since early 2010, USIP’s Cross-Border Dialogue Initiative has brought together more than 300 people, teaching the skills of policy advocacy and negotiation and, at the same time, building bridges between communities suffering from endemic violence and separated by a tense national border. In areas where people typically feel ignored by their governments and are unable to improve their circumstances, the initiative “has offered a means of peaceful access to power,” says Schwoebel, who is leading the project.

While this behind-the-scenes work does not garner the same headlines as terrorist attacks and military crackdowns, it lays some of the groundwork for a more stable, democratic and prosperous future.

The initiative’s participants are drawn from both sides of the famed Durand Line, drawn in 1893 to separate the domains of the British colonial government of India from those of Afghanistan’s emir. It now serves as the border between Afghanistan and Pakistan. The group gathered by USIP hailed from the Afghan provinces of Nan-



gahar, Kunar and Nooristan and in Pakistan from the Bajaur, Momand and Khyber agencies. They included mullahs, maliks (tribal leaders), business people, local government officials, civil society representatives, media and academics. USIP officers sifted through the lists of potential participants with an eye to create balance in terms of tribe and clan identity, area of origin, and religious and political affiliation. The Institute collaborated with two leading regional nongovernmental organizations, the Welfare Association for the Development of Afghanistan (WADAN) and the Pakistan-based Sustainable Peace and Development Organization (SPADO). After the USIP-led training, the initiative moved into a series of small-group dialogue sessions, followed by two larger conferences, in January 2011 in Kabul and in February 2011 in Islamabad.

The initiative drew on important work done by USIP to create networks of Afghan and Pakistani facilitators. Twelve of these facilitators from each side—all trained in the ways of mediating tribal- and community-level conflicts—were selected to help

guide the discussions. Says Keith Bowen, the senior program officer in charge of the Network of Afghan Facilitators, “By organizing our effort this way—training, mentoring and coaching facilitators who are doing the work themselves—we’ve spread the dialogues into troubled areas where we cannot currently go. The facilitators will also be able to continue this work long after we leave.”

The U.S. Agency for International Development (USAID) funded the the initiative,



Participants present action plans for addressing cross-border issues.



“We thought Americans were only interested in war,” Haroon Shinwari, a Pakistani poet who joined in the initiative process, wrote afterward. “Now we know you are also interested in peace.”

turning to USIP in part because of the Institute’s mix of academic and practical, on-the-ground skills, as well as the flexibility it has to operate informally and without all of the same strictures that other U.S. government agencies would face in attempting the same work in politically fraught Pakistan and Afghanistan. “We have the power to convene a wide variety of people in a non-partisan way,” says Schwoebel. Her idea for the initiative drew on her own previous work on cross-border dialogues in the Horn of Africa (involving Somalis, Ethiopians and Kenyans) 12 years ago, then as a consultant to USAID.

The discussions between Afghans and Pakistanis ultimately centered on the need for progress in three issues intimately affecting daily life in the tribal regions: education, employment and peacekeeping. The participants broadly agreed on the need for families to send their girls to schools and for schools to retain female teachers—sensitive issues in these religiously conservative areas. Indeed, some Taliban elements have targeted girls’ schools for terrorist attacks. On employment, Afghans and Pakistanis laid out ideas for agricultural development suitable for the rugged terrain, for creating job opportunities in gemstone mining and marble quarrying and for easing restrictions on cross-border trade to spur more economic activity. Both sides of the border suffer from dramatic joblessness that is a factor in attracting some to radicalism. Finally, those in the dialogues focused on the roles that religious leaders, tribal elders and the media can play in contributing to the prevention of violence in the region. They also want the United States to help their two governments improve bilateral relations.

With encouragement from USIP, Afghan and Pakistani participants in the dialogues were paired up as roommates. At the end of each session, visitors received traditional gifts from their host-country counterparts, such as Afghan turbans or dresses or Pakistani walking sticks. Meetings ended

with people from both countries reciting Pashtun poetry. The overall effect was to break down some of the reservations—and biases—that had hindered meaningful cross-border conversation in the past. For instance, some of the conservative Afghan mullahs, recalls Schwoebel, came to accept the presence of a young Pakistani woman working with a nongovernmental organization involved in the discussions. “They became kind of a family over the course of a year,” she says. “The transformation was palpable.”

The initiative also provided an opportunity for people from the tribal regions to speak directly to senior representatives of their central governments—and with unaccustomed sophistication, as they used their new training to create PowerPoint presentations, supported by statistics and video clips of interviews with local citizens, to recommend policy changes. Afghanistan’s deputy minister of education said the sug-

gestions were feasible and that he would try to see that they are implemented. He added one idea of his own: conducting primary education in each area’s mother tongue.

Some international donor agencies also found the initiative had broken new ground for them as they wrestled with the difficulties of working in volatile tribal regions. Japanese officials saw the recommendations as guides for how to invest development funds in Pakistan’s Federally Administered Tribal Areas, commonly known as FATA. Canadian officials also expressed interest in bringing initiative participants into a process that they are managing to address border issues.

The project also seemed to dent negative impressions of the U.S. role in the region. “We thought Americans were only interested in war,” Haroon Shinwari, a Pakistani poet who joined in the initiative process, wrote afterward. “Now we know you are also interested in peace.”



Participants sit outside while discussing thorny cross-border issues with USIP’s Mary Hope Schwoebel.

Afghanistan: Preparing Peacemakers

By Thomas Omestad

Inevitably, the intensity of U.S. involvement in Afghanistan will ebb. Looking ahead to that time, the U.S. Institute of Peace has trained a network of Afghan ‘facilitators’ to mediate conflicts—within and between families, localities and communities.

This hands-on peace promotion should leave a practical legacy: “We’ve built permanent capacities that our facilitators will be able to draw on long after American and other international efforts have begun to wind down,” says USIP’s Keith Bowen, the senior program officer leading efforts to build the Network of Afghan Facilitators (NAF).

Modeled after a USIP program in Iraq, about 45 Afghans have received training since 2008; they include tribal and civil society leaders concentrated in the country’s eastern provinces—a region critical to U.S. policy aims. Twelve of the Afghan facilitators have joined in the Institute’s recent Cross-Border Dialogue Initiative, joined by 12 from Pakistan.

The Afghan facilitators have mediated numerous local disputes. On at least 18 occasions, they have tackled family or tribal disputes, many involving abuse of women. They have brokered settlements on issues of internally displaced persons in Daikundi and Khost provinces, water in Badakshan and property in Nangarhar.

Such tensions have been routinely exploited by the Taliban, warlords and other antigovernment groups. The Taliban and

others have been able to choose and arm one side in local disputes, eliminate the opposition and add areas to their sphere of influence, Bowen says. The State Department and the U.S. Agency for International Development have funded part of the USIP network.

The program essentially “trains the trainers,” Bowen says. Most members have gone on to instruct others in conflict management and peacebuilding. USIP materials have been used in much larger training efforts by a local partner, the Welfare Association for the Development of Afghanistan (WADAN). Afghan officials also selected several USIP-taught facilitators to help with last summer’s National Consultative Peace Jirga. Overall, says Bowen, “The number of people impacted is measured in the thousands, on our way to tens of thousands.”



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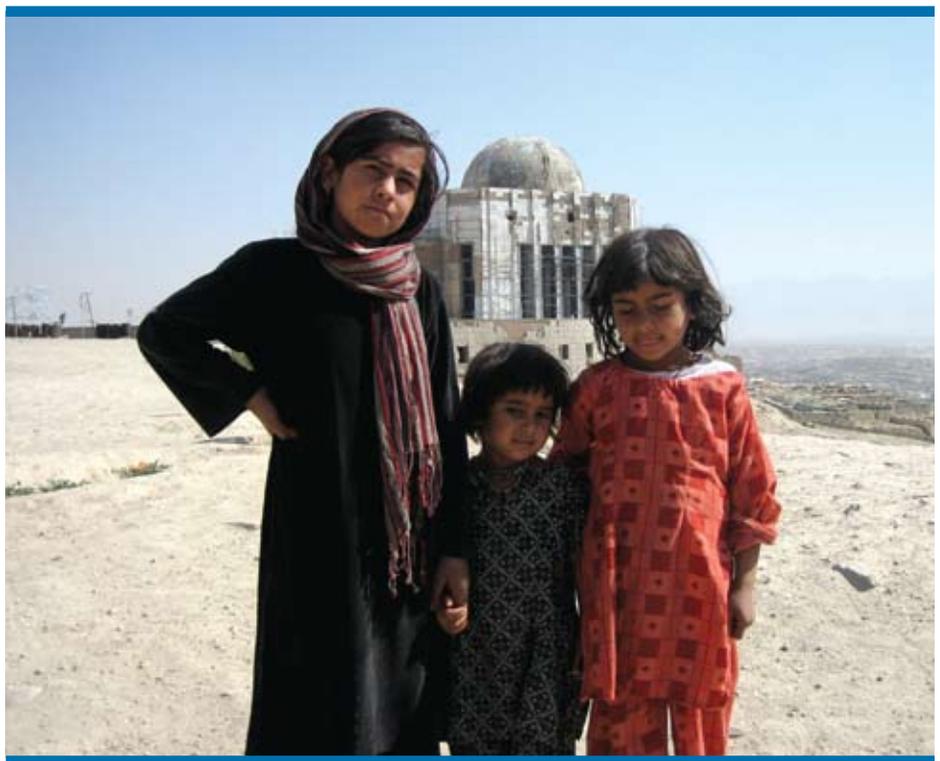
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USIP’s Linda Bishai photographed three children outside of Kabul, Afghanistan, on one of her trips to the region.

Pakistan: Training the Mediators

By Thomas Omestad

With Pakistan's internal troubles and cross-border issues with Afghanistan as key factors in the security outlook for all of South Asia and the United States, the U.S. Institute of Peace has brought its concept of building a network of facilitators to the country. The approximately 55 Pakistanis trained since 2009 to mediate and manage conflicts form a defiant, if peaceful, counter to the pull of extremism.

Says Nina Sughrue, the Institute senior program officer who leads the effort, "This is about creating and connecting a group of people who are devoted to peace, and that is absolutely in our national security interest."

The Pakistani facilitators primarily come from the conflict-ridden Federally Administered Tribal Areas (FATA), Khyber Pakhtunkhwa (KPP) and the Swat Valley. An ethnically diverse group of both genders, they include people from non-governmental organizations, academe and journalism, as well as tribal and religious leaders. "They take a lot of physical risks on behalf of building peace in their troubled communities," allows Sughrue.

Like the parallel Afghanistan program, the idea is to train those who will train others, and essential support comes from a local partner, the Islamabad-based Sustainable Peace and Development Organization (SPADO). SPADO this year will publish an

Institute-funded manual laying out traditional Pakistani mediation methods, augmented by the USIP training.

The network's efforts are already paying off. One facilitator mediated a dispute in Mianadam in Swat that pitted the Pakistani Army against some villagers. The facilitator convened government and Army officials, community leaders and shop owners over the complicated issues stemming from the confiscation and demolition of a

market. Three months of effort yielded an amicable resolution. Elsewhere in Swat, another facilitator brought together 16 groups delivering relief and rehabilitation to areas devastated by last year's flooding. That coalition negotiated with security forces for more help and better access to the area. In KPP, meanwhile, facilitator-run dialogues eased ethnic tensions in remote districts, allowing badly needed development work to resume.



Participants in the second facilitators' training workshop negotiate during a simulation as USIP's Sughrue looks on.



USIP's Linda Bishai and Nina Sughrue meet with one of the working groups during the advanced training for the facilitators' network in Pakistan.



Participants in the advanced training workshop in Islamabad with USIP's Sughrue and Bishai and local partner, Sustainable Peace and Development Organization.

Training U.S. Advisers, Building Afghan Ministries

By Gordon Lubold

When the Pentagon decided to deploy senior civilian advisers to Afghanistan's Ministry of Defense in May 2010, it turned to the expertise at USIP.

Working with the Pentagon, USIP developed curriculum for the Ministry of Defense Advisers (MoDA) Training Program, which provides Department of Defense (DoD) civilian experts with tools and approaches for effective mentoring and capacity building. DoD considers MoDA training one of the most comprehensive and effective pre-deployment training programs for senior advisers headed to work within Afghanistan's Ministries of Defense and Interior.

"MoDA prepares advisers to make informed and educated decisions in an environment that needs the solutions only their expertise can offer," says Nadia Gerspacher, MoDA's lead instructor for the portion of

"MoDA prepares advisers to make informed and educated decisions in an environment that needs the solutions only their expertise can offer," says Nadia Gerspacher.

the program to which USIP contributes. Gerspacher says the coursework gives students the knowledge to support the Afghan security ministries while allowing Afghans to come up with their own solutions to build a better-performing government. "The program allows them to assess, analyze and evaluate the continually changing environment and thus identify expertise to share with Afghan counterparts," she says.

The job of a senior adviser to an Afghan ministry is one of the most nuanced roles that Americans play in Afghanistan. Advisers have to be part mediator, part mentor, part expert but cannot force their

know-how. Take a hypothetical example of a need for a ministry to develop its own process for accepting military equipment donated from foreign nations. It's a capacity that many developing nations lack, and this makes it difficult for a fledgling military to accept new trucks or helicopter parts, for example.

Experts like Gerspacher say it's not the job of the American adviser to tell the Afghans how to duplicate such a process—that would be unrealistic, politically foolhardy and would likely not work—but to give them the tools to create their own policy on how to do it. The USIP portion of the MoDA program's coursework on 'forging coordination' or 'organizational development' helps fill in those gaps.

In addition to giving students the tools they need to help build the ministry, the idea is to train American advisers on how to eventually sit back and let the Afghans do it on their own, she says.

"The MoDA advisers deploy with a keen understanding that their mission rests on Afghan-led reform efforts and tools to provide the support and knowledge to fill a gap," says Gerspacher. "This awareness allows them to perform effectively by having impact, eliciting buy-in by local actors, and facilitate sustainable and viable reform efforts."

The USIP portion includes areas such as language and culture, ministry capacity building, policing, mediation, negotiation and a session on gender roles.

"What we're helping the DoD personnel do is make a mind-set shift from a practitioner to an adviser," says Gerspacher. "And it's a question of creating a strategic plan to get buy-in," she adds.



USIP's Paul Hughes teaches American senior strategic advisers about insurgencies and how to use that knowledge to be effective in the MoDA deployment to the MOD or MOI of Afghanistan.

Grants at Work in Iraq

By Raya Barazanji

USIP's Grant program supports and develops the capacity of Iraqi nongovernmental organizations (NGOs) to promote peacebuilding and reconciliation, and to strengthen the rule of law.

Recent accomplishments of grantees include collaboration between one NGO and the Police Academy in the northern city of Kirkuk.

Due to ongoing political tensions in the northern region, the NGO in December 2010 started conducting training workshops with law enforcement officials. In Kirkuk—an ethnically diverse city with Arabs, Kurds, Turkmen, Assyrians and others—the goal is to improve conflict resolution skills and intercommunal tolerance. The grantee organization is targeting an overall figure of 250 officers and policemen throughout the entire training program. The series of workshops will last a year, with several workshops each month. Their objective is to increase stability and security in the region by reducing tensions and improving trust between law enforcement and the public.

In Baghdad, a local women's organization envisions how disabled women can play an important role in peacebuilding and has supported emerging peace activists who became disabled due to ethnic and sectarian violence. In fact, the director of this NGO had previously participated in USIP's women's toolkit for collaborative problem solving, a three-phase approach to improving women's leadership in Iraq.

Also in Baghdad, one of USIP's grantees is developing a comprehensive transitional justice program that involves public education on the issues of rights, truth and reconciliation, as well as formulating strategies that could be adopted and implemented by the Iraqi Parliament. In early 2011, this NGO recognized and sought to address a more urgent need in Iraq: ensuring peaceful demonstrations in the nation's capital. Iraqi people, students, youth and civil society activists held rallies sporadically in different



A USIP grantee in the southern Iraqi city of Basra is turning the city's concrete security walls into colorful murals that depict women's collective call for peace.

areas of the country, with street demonstrations and sit-ins mainly expressing demands for social justice, better services, employment opportunities, anti-sectarian practices and anticorruption, as well as a better distribution of Iraq's national resources and wealth among its people.

The NGO began a series of workshops to train people about principles of peaceful expression of rights and the mechanisms of conducting successful and peaceful demonstrations. The workshops took place in Baghdad, Kirkuk and Basra. The participants of the workshops came out with a clear understanding of best practices that was quite visible in the way they conducted themselves during demonstrations, in their ability to keep out outsiders who tried to infiltrate their groups, and in their success in preserving calm during protest events.

USIP Making a Difference

from page 1



USIP President Richard H. Solomon and Lieutenant General Robert L. Caslen, Jr., commanding general of the U.S. Army Combined Arms Center in Fort Leavenworth, at the 3rd annual Interagency Symposium, held at USIP headquarters

handover to the Iraqi and Afghan governments. Discussions were tense.

For instance, who will maintain the massive infrastructure the U.S. has built in Iraq and Afghanistan? What will it cost to sustain host nation militaries, and who will pay for that cost? Who will provide security for the U.S. civilians the military leaves behind? What agreements need to be in place to ensure their safety? Answers don't come easy. But most people agree that those answers must come soon.

"We have not attempted this type of massive transition between our own agencies since the Marshall Plan," said Beth Cole, USIP's director of intergovernmental affairs and lead editor of "Guiding Principles for Stabilization and Reconstruction," the first strategic doctrine ever produced for civilians engaged in peacebuilding missions. "It's a collective responsibility, but we're not used to divvying up these roles and responsibilities," she said.

Therefore, USIP can offer a "safe place for agencies to come together and discuss very difficult issues," Cole noted.

Beyond this February symposium, as this issue of PeaceWatch highlights, USIP seeks to build bridges and provide the safe space for various groups to convene and resolve problems.

USIP Does ‘Peace Multiplication’ in Nigeria

By Gordon Lubold

USIP trainers in March 2011 completed a five-day exercise in Nigeria for Nigerian Army peacekeepers who are preparing to deploy across the continent for a host of missions.

The course is part of the State Department’s African Contingency Operations Training and Assistance program, or ACOTA, which USIP has worked with over the last few years. The ACOTA program teaches conflict mediation and negotiation techniques to African security personnel who will perform peacekeeping missions and so-called peace enforcement for these missions across Africa. This was USIP’s first such program in Nigeria, though USIP has conducted ACOTA trainings in other African nations.

USIP experts held the workshop for nearly 30 officers and enlisted soldiers of the Nigerian Army at its Peacekeeping Center, part of the Jaji Military Training Center north of Kaduna. It was an appropriate spot

for USIP training—the center was established more than five years ago as a wing of the army’s Infantry Corps Center and School to train troops for “peace support operations.” Nigeria is known for having the most experienced cadres of peacekeepers: It is one of the largest nations in Africa that contributes troops to peacekeeping operations and in the 1960s contributed forces to the first United Nations peacekeeping mission in the Congo.

“What is really unique about this training is, first of all, they are so enthusiastic,” says Mary Hope Schwoebel, a senior program officer for USIP’s Academy for International Conflict Management and Peacebuilding who helped conduct the training.

The workshop focused on developing negotiation techniques and was designed for students to practice mediation and communication skills, according to its three organizers, USIP’s Jacqueline Wilson, Debra

Liang-Fenton and Schwoebel. The program also aimed to provide an overview of basic concepts when it came to protecting civilians, using role-play at a mock checkpoint, for example, or discussing ways to mitigate the chances that disagreements can turn violent. One of the most popular aspects of the training was the part in which USIP instructors taught the soldiers how better to listen, and then use mediation and negotiation skills to resolve issues—essential tools for managing conflict.

USIP has worked in partnership with the State Department’s ACOTA programs since 2008 and has run more than 20 training workshops in six African countries over the last three years.

“USIP has gained a partner that really dovetails with its mission to make a contribution to the management and resolution of international conflicts in African conflict areas,” says Ted Feifer, dean of students and acting dean of institutional outreach



USIP’s Jacqueline Wilson, Mary Hope Schwoebel and Debra Liang-Fenton work with members of the Nigerian Army at their Peacekeeping Center in Nigeria.

for USIP's Academy of International Conflict Management and Peacebuilding. Feifer recently returned from another ACOTA training session in Rwanda.

Key to the program, say organizers, was incorporating lessons learned from those who have managed conflict or conducted peacekeeping operation and then applying those lessons to the situations the Nigerian Army would face when it deploys.

Participants were gratified to be part of specific training on how to prevent conflicts, large and small. The role-play exercises were particularly helpful as part of a practical course on how to avoid conflict. "Very good job," wrote one participant. "I learned a lot, especially the active listening skills and conflict analysis."

The workshop included 27 members of the Nigerian Army, including Brig. Gen. Paul Boroh, the commandant of the Peacekeeping Center, as well as other high-ranking officers, mid-grade officers and enlisted soldiers. Four of the participants were women. Approximately 75 percent of the group had had peacekeeping experience.

Such training also produces new trainers who can in turn teach new students in conflict management. ACOTA training is, as USIP's Mike Lekson says, a real "peace multiplier." Such math is particularly valuable in Nigeria. The U.S. government considers the country to be one of the most active African nations focused on peace and reconciliation across the continent.

Over the past decade, Nigeria has played a pivotal role in the support of peace in Africa, providing the bulk of troops to the United Nations peacekeeping mission in Sierra Leone and the mission in Liberia according to the U.S. State Department. Nigeria has also sent many troops to the African Union-United Nations mission in Sudan—all the more reason why this type of peacekeeping training is considered relevant and in demand.

"The initiative is very good, rewarding and productive," another participant told organizers. "Capacity building is enhanced; this collaboration should continue."

Indeed it will. USIP expects to return to Nigeria in September.

Grants at Work in Nigeria

By Andrew Blum

In the Niger Delta region of Nigeria, small conflicts can escalate quickly and claim hundreds or even thousands of lives. To address conflicts before they escalate, USIP in 2008 started supporting the African Center for Advocacy and Human Development (ACAHD) in their efforts to professionalize the traditional conflict mediation skills of kings, chiefs and women leaders. ACAHD provided intensive mediation and conflict resolution training to these leaders and then provided support and mentoring for the participants in the program to set up "peace teams" in their communities. These peace teams have had a direct impact in resolving conflict and reducing violence.

In Ondo state, for instance, the efforts of the traditional rulers from Ode-Irele, Aye and Odigbo communities initiated a peace process to resolve a bitter, violent conflict over claims of ownership regarding land that contain tar sands and bitumen. ACAHD worked with the traditional leaders that participated in the program to create a durable resolution, thereby saving lives and creating opportunities for invest-

ment by the bitumen industry.

Similarly, in Cross River state, one of the chiefs who participated in the program stepped back from a violent response to a perceived provocation by a neighboring community in Akwa Ibom state. The chief of the neighboring Akwa Ibom community had allegedly set Fulani herders to graze their cattle on the Cross River community's land, where the cattle caused damage to farms. Similar crises in the past have killed hundreds of community members and caused enormous amounts of property damage. In this case, the chief of the aggrieved community, after going through the training program and consulting with ACAHD, pulled back from a violent response and agreed to talk with his Akwa Ibom counterpart. The chiefs of the two communities were able to resolve the crisis peacefully.

ACAHD has provided useful insights for USIP and other peacemakers around the world on how to support community and traditional leaders on resolving conflicts before they spark wider violence.



Members of the Nigerian Army participate in the ACOTA training workshop at their Peacekeeping Center in Nigeria.

Working against Violence in Sudan

By Thomas Omestad

In the past year, Sudan has successfully passed two milestones established by its Comprehensive Peace Agreement: national elections in April 2010 and a referendum this January on independence for the country's south. Many analysts and commentators feared, in both cases, that an eruption of violence could block the path to a peaceful resolution of the north-south conflict laid out in the historic 2005 accord.

Despite significant problems, the elections were accomplished. And the more recent referendum surpassed expectations, prompting relatively little violence or disruption—with the disputed Abyei region the primary exception. The impressive overall process got a helping hand from a number of governments, the United Nations and international nongovernmental organizations. One key supporter has been the United States Institute of Peace, which has run programs to foster peace and stability in Sudan for two decades.

In the run-up to the country's national elections and then its referendum, USIP conducted unique workshops with Sudanese civil society representatives—and a few security officials as well—to understand and head off signs of election- and referendum-related violence. “There were predictions of gloom and doom,” says Jon Temin, director of the Institute's Sudan program. “We think our workshops contributed to the prevention of violence.”

USIP's Electoral Violence Prevention (EVP) workshops—10 in all—ran from January 2009 to February 2010. Carrying that model forward, two Referendum Violence Prevention (RFP) workshops were conducted in October and November of last year in the future southern capital of Juba and the town of Rumbek. With their USIP training, the EVP participants went on to run another 20 workshops of their own. Both sets of workshops were funded by the State Department-based Office of the U.S. Special Envoy for Sudan.

The training in both programs built on case studies of elections and independence

“The exciting thing about these workshops was the way they performed a civic education function in a place where democratic civic engagement is very new. They also allowed people from a variety of political persuasions to interact toward a common goal of peaceful elections,” said USIP's Jacqueline Wilson, who also conducted trainings in Sudan.

referendums elsewhere that were written for Sudanese participants by Senior Program Officer Dorina Bekoe and other researchers. The case studies described how elections in countries like Kenya and Ghana and referendums in Ethiopia, East Timor and elsewhere did or did not spawn violence.

The 10 EVP sessions were conducted around Sudan, drawing political figures, tribal and religious leaders, non-governmental activists, students, teachers and journalists in each locale. “It took off like wildfire,” says Linda Bishai, a senior program officer who led the training effort on the ground in Sudan. In the conflict-torn western region of Darfur, rebel leaders sat

next to officials from the ruling National Congress Party involved in security matters. In the capital Khartoum, a dramatist was moved by the USIP effort to convert some of its instruction into a Sudanese play, which was performed in the courtyard of a local college. The play used humor to illuminate sensitive issues of racism, prejudice and women holding different views from those of their husbands.

A broad theme of the workshops, says Bishai, was that “elections are another way of nonviolent conflict resolution. They offer ways to resolve your problems without guns.”

The workshops sought to help the participants understand how elections and



Two Sudanese workshop participants chat during a break.



referendums can devolve into violence and what sorts of triggering events or tensions to be on alert for. More broadly, the sessions emphasized that a trip to the ballot box is only the beginning of the responsibilities of good citizenship. “We discussed how to mediate and not to fight with families and schools... the nuts and bolts of being a peacebuilder,” Bishai says.

“The exciting thing about these workshops was the way they performed a civic education function in a place where democratic civic engagement is very new. They also allowed people from a variety of political persuasions to interact toward a common goal of peaceful elections,” said USIP’s Jacqueline Wilson, who also conducted trainings in Sudan. “These workshops performed a civic education function in a place where democratic civic engagement is very new. They also allowed people from a variety of political persuasions to interact toward a common goal of peaceful elections,” said USIP’s Jacqueline Wilson, who also conducted trainings in Sudan.

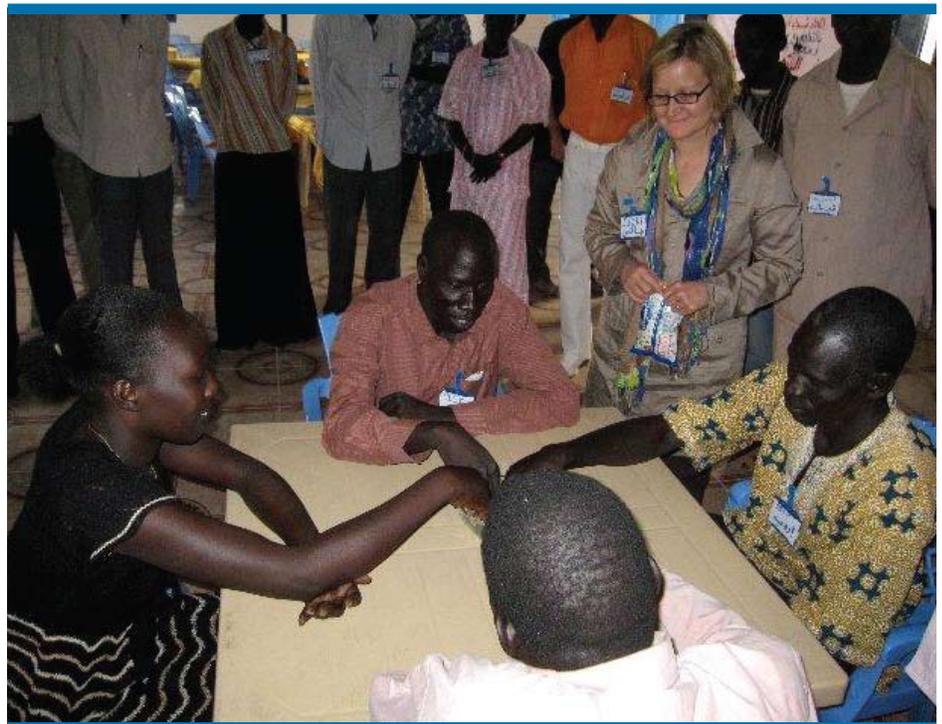
The two sets of workshops illustrate USIP’s style of fusing academic work on peacebuilding and conflict management with practical programs on the ground—“the marrying of the ‘think’ and the ‘do,’” says Temin.

It also reflects the Institute’s ability to operate more flexibly than the policymaking agencies of the U.S. government can typically do—in this case, with USIP positioned to bring together Sudanese from across a wide political spectrum complicated by mutual suspicions and a history of violence. “We’re very careful to be inclusive in these workshops. We have the agility

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Top Left: Two Sudanese shake hands during a USIP training workshop. Top Right: USIP’s Linda Bishai and Jacqueline Wilson pose for a group picture with workshop participants. Bottom: USIP’s Jacqueline Wilson works with youth from the rival Dinka and Misseriya tribes in Sudan during a workshop on building trust and sharing resources.



Strengthening Justice and Security in the Himalayas

By Thomas Omestad

The U.S. Institute of Peace has unveiled a pathbreaking survey of attitudes toward the police, justice and rule of law in politically troubled Nepal, an effort that could help guide reforms needed to tame the violence and corruption plaguing the Himalayan nation's young democracy.

The year-long survey, released in the capital of Kathmandu in early spring, marks a high point in USIP projects aimed at strengthening security and rule of law in the country, which is wedged between India and China. USIP programs in Nepal started in May 2006—a few months before the signing of a Comprehensive Peace Agreement ending ten years of armed conflict between the government and a Maoist-Communist movement that remains an important political party.

Though an interim democratic constitution and government are in place and high-intensity conflict is over, Nepal has been held back by political corruption, crime, communal tensions and insufficient resources to establish an effective justice system. The survey, “Calling for Security and Justice in Nepal: Citizens’ Perspectives on the Rule of Law and the Role of the Nepal Police,” reflects interviews with more than 12,000 Nepalese—an unprecedented effort to assess popular concerns along with those of key groups, such as the Nepal Police. The



A member of the survey team collects information for the report “Calling for Security and Justice in Nepal: Citizens’ Perspectives on the Rule of Law and the Role of Nepal Police.” Below: Woman at work in Nepal (photo by Shobhakar Budhathoki).

survey was a logistical challenge, with USIP staff training 101 surveyors, many of whom had to hike through mountains into remote villages, where they would set up camp and do their interviews.

The survey found that Nepalese cite political pressure above all as the reason the Nepal Police is unable to provide satisfactory security. A large majority favored a genuinely independent Nepal Police. The interview results cast a spotlight on a law enforcement and justice system that is shot through with political interference—from the actions of political parties, sitting officials, the police themselves and ordinary citizens who try to circumvent the normal system or rig the outcome of criminal proceedings. Political parties and affiliated groups were seen as bearing the greatest responsibility for what Nepalese consider the leading threats to security: “bandhs” (general strikes), “chakkajams” (roadblocks), corruption, vigilantism and political pressure. Adding to the complexity is the presence of sporadic political violence, organized crime and ordinary criminals—as well as ordinary citizens who resort to



bribery and threats and tap their own political connections to get favorable action from the police and others.

“People don’t have trust in the system, and so they go to self-help,” explains Collette Rausch, a former Justice Department prosecutor who directs the Institute’s Rule of Law Center of Innovation.

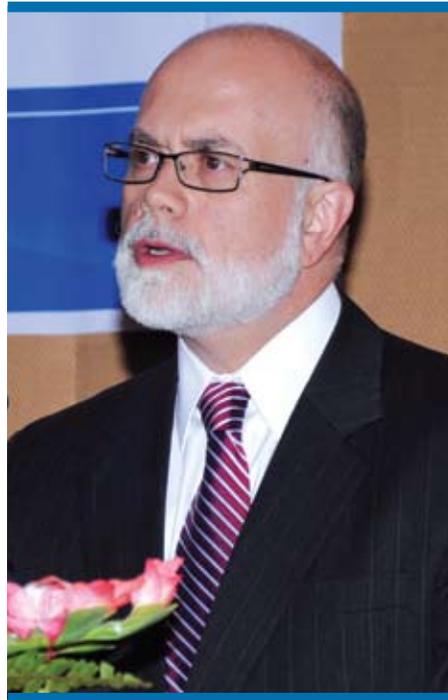
That system, weak and routinely manipulated, is now blocking Nepal’s efforts to make a complete transition from conflict to peace and security. Says Rausch, “In Nepal, it is really a fundamental issue. It can prevent a lot of reform efforts from taking place.”

The Kathmandu launch of the survey drew some 250 people, including several senior government and police officials. Shobhakar Budhathoki, the national adviser to USIP in Nepal, laid out the frustrations detailed in the survey but also noted that Nepalese “feel safer overall” when the police are present and want it “to be the lead institution providing security.”

Ramesh Chand Thakuri, the inspector general of police, said the extensive data compiled would help guide future reforms. “It is our commitment to follow this report and correct our weakness,” he said. Nepal’s attorney general and minister of education were also keynote speakers at the event, which was well-attended by a variety of political figures, business people, police, lawyers, academics and leaders of nongovernmental groups. The report is expected to serve as a tool for international donor agencies operating in Nepal as well.

The State Department’s Bureau of International Narcotics and Law Enforcement Affairs partially funded the survey. U.S. Ambassador Scott DeLisi credited USIP’s research and its “effort to support communication between Nepal Police, local government, political parties, civil society, and the local community.”

With Pauline Limbu in Kathmandu and Vijay Simhan in Washington



Clockwise left to right: U.S. Ambassador to Nepal Scott DeLisi, Nepal Attorney General Yubaraj Sangoula and Nepal Minister of Education Gangalal Tuladhar spoke at the launch event for USIP’s survey, “Calling for Security and Justice in Nepal: Citizen’s Perspectives on the Rule of Law and the Role of the Nepal Police,” held in Kathmandu in early spring.



Nepal’s Police (photo by Shobhakar Budhathoki).

Mixing Business with Peace

By Thomas Omestad

When the private sector moves into markets in conflict zones, two things can happen: companies can find money-making opportunities, and those zones of instability can find long-term economic solutions to their problems.

The link between creating strong local economies and preventing conflict has long been established. But with so much volatility around the world, many experts believe now is the time to make something happen.

The United States Institute of Peace co-hosted a special online discussion on the nexus between business and peace, bringing together more than 1,500 participants in 93 countries.

The “Business and Peace” event, co-hosted by USIP’s Center for Sustainable Economies and George Washington University’s Institute for Corporate Responsibility, was part of a broader initiative that seeks to develop strategies to align commercial interests in conflict-affected states and regions with mechanisms to avoid violent conflict.



Raymond Gilpin

“It makes sense to move beyond alluding to what the potential may or may not be to actually start crafting both strategies and mechanisms that will allow the business sector to play a

positive role in rebuilding these states,” says **Raymond Gilpin**, who directs the Center for Sustainable Economies.

The event brought together former military officers, international development experts and leaders from the industry and investment communities. Through online discussions and other methods, the event aimed to find strategies for luring private sector investment into conflict zones.

The private sector should not be mandated by government to invest in unstable areas; it has to make good business sense, says Gilpin. “Business people should make business decisions that make sense for themselves and their shareholders,” he says. “But those goals can be aligned with predictability and stability in their environments.”

The conclusions from the online workshop, known as an ‘e-seminar,’ included the main takeaway that, contrary to what some believe, business is not the problem in conflict zones—it can actually be the solution. Harnessing the power of the Internet to bring so many individuals together for the event was a cost-effective solution, Gilpin says. Throughout the e-seminar, participants generally found that private development can bridge the gap between foreign aid, which creates dependencies, and creating sustainable economies. But experts in the seminar believe that a more detailed analysis is needed on how business investment creates stability in conflict zones as a way to help explain the need for the private sector to get involved. Ultimately, the broad goals of profitability and peacebuilding can be aligned in many ways, participants in the discussion decided.

Working against Violence in Sudan

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and the connections to engage people on all sides of the issues,” says Temin.

The USIP workshops revealed the degree to which police-community tensions remain a major potential trigger for violence. With State Department funding, the Institute is planning to launch a series of up to eight training sessions aimed at im-

proving relations between police and local communities in the south, where efforts to fashion a new, national police force are proceeding urgently given the approach of the south’s formal independence on July 9. Says Bishai, “It’s important for someone to break the cycle of distrust.”

People on the Move



Stephanie Fouch joined USIP in January as vice president of outreach and communications. She previously served as head of strategic communications at the British Embassy in Washington, DC, where she directed efforts to communicate the UK’s policies in the U.S. She developed campaigns on Afghanistan and Pakistan, the Middle East, the global economy and climate change. Prior to that, she led communications campaigns for National Public Radio, the National Parks Conservation Association, USAID and the U.S. Mint, among others.



USIP recently welcomed **Ann-Louise Colgan** as director of the Global Peacebuilding Center, which will open in the fall. She previously held senior positions at organizations focused on human rights and on Africa policy issues, and also worked at the U.S. Holocaust Memorial Museum, where she managed the Genocide Prevention Task Force, which USIP co-convened.



Manal Omar, director of Iraq programs and author of “Barefoot in Baghdad,” was named among the world’s most influential Arabs as part of Arabian Business’s Power 500.

David Early became USIP’s director of public affairs and communications in May 2011. He was most recently communications director for the national Abraham Lincoln Bicentennial Commission, where he re-launched their website and led outreach campaigns for more than 40 events and programs over four years. Previously, he served on the media team of the U.S. Conference of Catholic Bishops and was a congressional press secretary for two Midwestern representatives.

Convening Power

On January 31, 2011, USIP and Brookings convened a major conference centering on the complex question of Pakistan's future and the possibilities and problems Pakistan's future may present for U.S. interests in the country. Experts at the event—including Andrew Wilder of USIP, Christine Fair of Georgetown, Wendy Chamberlain of the Middle East Institute, Bruce Riedel of Brookings, among others—discussed issues critical to U.S. policymakers and national security interests. The event resulted in a Peace Brief titled, “The Future of Pakistan.” Read the Peace Brief at <http://www.usip.org/publications/the-future-pakistan>

On February 25, 2011, USIP held a panel discussion on Afghan National Security Forces featuring Afghan Defense Minister Abdul Rahim Wardak and Afghan Interior Minister Bismillah Khan Mohammadi.

On March 29, 2011, the Center for Strategic and International Studies (CSIS) and USIP cohosted an event featuring Liberian Defense Minister Brownie Samukai, who discussed prospects for peace in Liberia and the subregion.

On May 19, Senator John McCain delivered the annual Dean Acheson Lecture in USIP's Great Hall in Washington, DC. The Republican senator from Arizona called the Arab Spring the most consequential event since the fall of the Ottoman Empire and that for the U.S., it is a “moment when we must clearly define what we stand for, and not just what we are against.”

At a gathering of USIP's International Advisory Council at the Institute on May 13, former National Security Adviser and Secretary of State Henry Kissinger made keynote remarks on U.S. policy with an ascendant China, the current challenges in Afghanistan and Libya.



On April 5, 2011, Israeli President Shimon Peres spoke at USIP about the prospects for peace in the Middle East and the recent turmoil in the region. CNN's Wolf Blitzer moderated the discussion and dinner, which was hosted by the S. Daniel Abraham Center for Middle East Peace.



State Department's Undersecretary of State for Public Diplomacy and Public Affairs Judith A. McHale gave the keynote address on May 2 at the Institute's "Exchange 2.0" conference on the future of international exchanges.



As part of USIP's Congressional Newsmaker Series, Congressman Charles Boustany of Louisiana on May 10 offered his perspective on Lebanon and the Arab Spring.

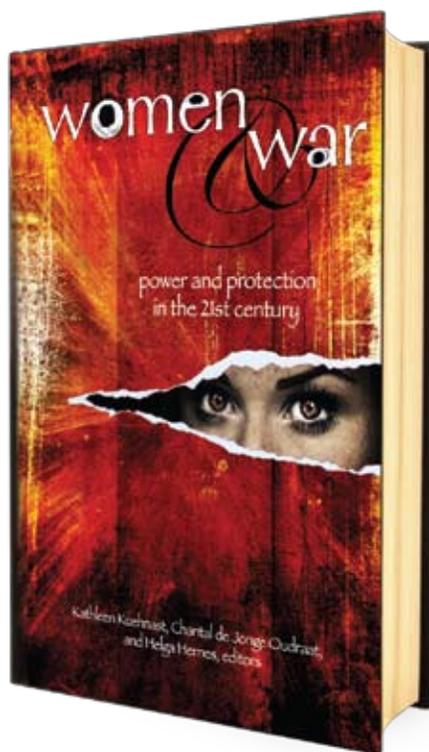


USIP's Kim Feinstein, Tara Sonenshine, Virginia Bouvier and Katalin Horvath met with the multiple Latin Grammy award winner Juanes on April 12, 2011. Juanes will be featured as part of the upcoming Witnesses to Peacebuilding exhibit in the Global Peacebuilding Center, in which he will talk about the power of music to engage young people in peacebuilding.

Women and War

Power and Protection in the 21st Century

Kathleen Kuehnast, Chantal de Jonge Oudraat, and Helga Hernes, editors



A decade ago, the United Nations Security Council passed Resolution 1325 (UNSCR 1325), which calls for women's full participation in promoting peace and security and for greater efforts to protect women in war, particularly from sexual violence. However, today gender-based analysis of conflict often remains outside the mainstream of security dialogues.

On May 5 and 6, 2011, the U.S. Institute of Peace (USIP) and the Peace Research Institute-Oslo (PRIO) held an international symposium on the next decade of UNSCR 1325 and a book launch for *Women & War: Power and Protection in the 21st Century*. The symposium further examined the issues of women and war, power and protection in the 21st century, and explored the implementation of gender-sensitive policies in defense, diplomacy, development, and the role of documentary film, media and the arts in this endeavor.

Speakers included:

- **Kathleen Hicks**, deputy undersecretary of Defense for Strategy, Plans, and Forces;

- **Ambassador Donald Steinberg**, deputy administrator of U.S. Agency for International Development (USAID);

- **Ambassador Melanne Vermeer**, U.S. Ambassador-at-Large for Global Women's Issues;

- **Carla Koppell**, senior adviser and coordinator for USAID Office of Gender Equality and Women's Empowerment.

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