



**PROGRESS IN
PEACEBUILDING:**
THE WORK OF THE
U.S. INSTITUTE OF PEACE



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United States Institute of Peace

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A LETTER FROM THE CHAIR AND PRESIDENT OF THE INSTITUTE

The United States Institute of Peace is now in its third decade of growth. The “big idea” behind our creation by Congress—to develop non-violent approaches to managing international conflict—is now at the center of our national foreign policy and security agenda. The post-Cold War, post-9/11 world challenges us to develop new ways of dealing with religious extremism, terrorism, the proliferation of weapons of mass destruction, and turmoil in weak or failed states, and to reform or develop national and international institutions appropriate to these sources of conflict.

The Institute faces two challenging opportunities in the next few years: applying the knowledge and practical experience gained over the past two decades to on-the-ground programs; and constructing a permanent facility for the Institute that will advance our national mission both in its physical design and by its symbolic expression of our country’s commitment to peacemaking.

FROM BEST IDEAS TO BEST PRACTICES

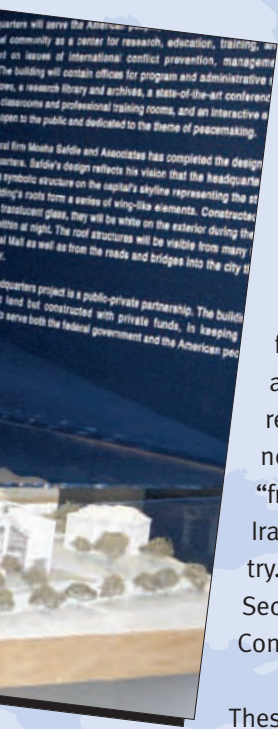
Our congressional founders had high expectations for the Institute. They looked to us to strengthen the nation’s capabilities to manage international conflicts by peaceful means. Over the past twenty years, we have worked to fulfill that daunting mandate by developing a diversity of practical programs. We began by supporting research in academic institutions on ways to deal with the most intractable conflicts. We have now brought to Washington hundreds of senior scholars, officials, military professionals, non-governmental organization (NGO) workers, and journalists for periods of research on conflicts and approaches to peacebuilding. Many have gone on to lead conflict management efforts or have played leading roles in their



country’s foreign policy and security institutions. And we have attracted thousands of young Americans to careers in international affairs through Institute educational programs in high schools and colleges throughout the country.

In recent years, the Institute’s work has evolved from its initial emphasis on analysis and education to the training of professionals—military officers, diplomats, officials, and NGO workers—in conflict management skills. And we have fielded missions of mediation and post-conflict rebuilding in Africa, the Balkans, the Middle East, and now in Afghanistan and Iraq.

Today our government and the international community view the Institute as an independent, non-partisan, and responsive partner in matters of international conflict management. In the summer of 2004, the administration asked us to support the government of the Philippines and insurgent Muslim groups in their effort to construct a peace accord. The Department of Defense asked us to interview soldiers and officials returning from Afghanistan and Iraq in order to identify best practices in their efforts to stabilize those societies—the better to train their successors as they prepare for deployment to zones of conflict abroad. And several foreign governments and the United Nations have sought the support of our Baghdad office in managing local programs designed to rebuild Iraqi civil society.



Late in 2004, Congress directed the Institute to organize and support a bipartisan task force on United Nations reform. Headed by former Speaker of the House Newt Gingrich and former Senate Majority Leader George Mitchell, the task force produced in six months a detailed, actionable agenda of recommendations for reforming the troubled world body. And now Congress has asked us to organize a “fresh eyes” assessment of the situation in Iraq and prospects for stabilizing that country. This effort is being co-chaired by former Secretary of State James Baker and former Congressman Lee Hamilton.

These requested projects, as well as support for our work from other government agencies, highlight the Institute’s growing role as a trusted non-partisan and professional center for both analysis and operational programs on the most pressing issues of national security and peacebuilding.

Our challenge in the period ahead is to manage the growth of Institute programs so as to sustain their effectiveness, protect our standing as an independent and flexible center of innovation, and maintain a balance among our analytical, operational, educational, and training activities.

“A NATIONAL TREASURE”

In July 2004, Congress recognized our first two decades of work by passing a resolution characterizing the Institute as “an important national resource.” Senator Daniel Inouye, rather more extravagantly, lauded the Institute as “a national treasure.” These encomiums give us the encouragement of support from our founders and funders, but they also challenge us to meet high expectations.

Also in 2004, Congress made a substantial investment in the Institute’s future by appropriating \$100 million in support of our permanent headquarters project. An exceptional site for the building—at the northwest corner of the National Mall in Washington, near the war memorials—had been acquired through

legislative action in 1996; in the ensuing four years, we raised sufficient funds from the private sector to engage world-renowned architect Moshe Safdie to design the facility. Safdie’s elegant and inspiring concept for the building was enthusiastically approved by the Commission of Fine Arts in November 2002. We are now completing the architectural planning phase of the project, and, with additional private sector support, we plan to break ground for the building in 2007, and move-in in 2009.

The Institute’s permanent headquarters facility will heighten both the symbolic and practical impacts of our work. Expanded conference and training facilities will enable us to engage larger numbers of professionals in our programs, and our location—at the crossroads of Congress, the Department of State, and the Pentagon, with educational and humanitarian institutions nearby—will strengthen our convening power.

The facility will also dramatically increase the Institute’s capacity to fulfill its mandated mission of public education. Substantial space will be devoted to a Public Education Center that will involve visiting students and the general public in the challenges of resolving international conflicts by non-violent means. Visitors will learn about Institute programs in support of its mission, and opportunities for all to make contributions to peacemaking.

In sum, the Institute is entering a new and exciting phase in its growth. We look to our colleagues, friends, and supporters to join us in taking advantage of the many opportunities it presents.

J. ROBINSON WEST

Chairman of the Board

RICHARD H. SOLOMON

President

ABOUT THE UNITED STATES INSTITUTE OF PEACE

The United States Institute of Peace is an independent non-partisan institution, established and funded by Congress. Its goals are to:

- Prevent and resolve violent conflicts
- Promote post-conflict stability and development
- Increase peacebuilding capacity, tools, and intellectual capital

We accomplish these goals by empowering others with knowledge, skills, and resources, and by engaging directly in peacebuilding efforts around the globe.

ANALYSIS TO ACTION

The Institute's operating model (illustrated below) is powerful and straightforward, involving a full continuum of work. We conduct or sponsor relevant research on violent conflict, its causes, and ways to mitigate it. Drawing on this intellectual capital, we identify promising models, effective practices, and keys to success. Building on these, we create innovative tools and resources, which our staff use in conflicts

around the world and which we share with others through training and education programs, publications, public events, and the internet.

INNOVATION

Innovative research and development (R&D) is a core part of our mission. We have already created an array of tools to establish the rule of law in societies emerging from conflict. We have developed analytical models designed to fight extremism and terrorism. We have developed tools to employ religion not as a source of conflict, but as a force in the cause of peace. We have designed online courses on conflict analysis that are reaching students across the world. And today, we are developing best-practice frameworks for conflict prevention, conflict mediation, and post-conflict peacebuilding—tools that will guide training, planning, and operations, and help professionalize the field of conflict management. The Institute will continue to place a premium on innovation, which along with our independence and non-partisan nature, make us a unique national asset.



ANALYSIS TO ACTION IN PRACTICE

Rule of Law: The Institute, working with the Irish Centre for Human Rights and the UN, recently developed a valuable legal resource for societies emerging from conflict. The Institute began its efforts by conducting extensive research on existing criminal codes, including laws related to crime, detention, and the police. It also collected lessons from past peace operations. Drawing upon this work and the input of several hundred experts, the Institute created a criminal codes toolkit, including a model criminal code, code of criminal procedure, model laws on police and prisons, commentary based on practical experience, and a user’s guide for conducting post-conflict law reform. It has shared the toolkit with the United Nations and nations engaged in the inevitable legal reform that follows the end of conflict. The Institute is also using the toolkit in several post-conflict settings, including Sudan and Liberia, and is developing corresponding training.

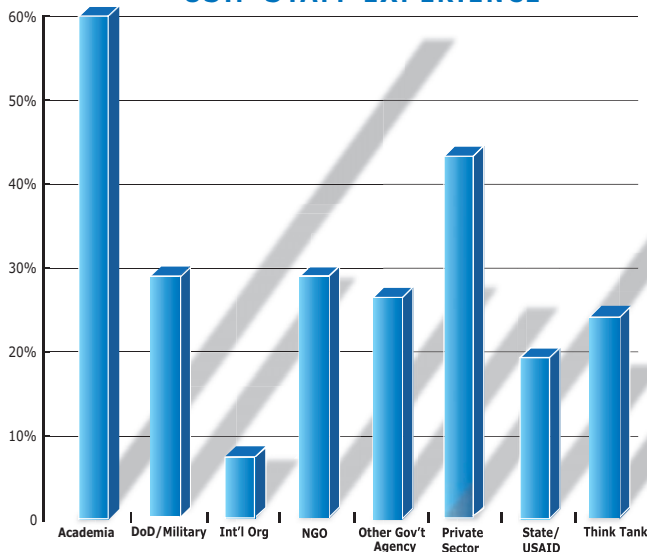
Interfaith Dialogues: The Institute has conducted extensive research on interfaith dialogue. It produced the first book on interfaith dialogue and peacebuilding, the first publication on how to evaluate the impact of interfaith dialogue in zones of religious conflict, and the first book on interfaith dialogue in the Middle East, covering Egypt, Lebanon, Jordan, and Israel. Drawing from this body of work, it developed a methodology and checklist for conducting interfaith dialogue which it has used in a number of places, including the Middle East, Africa, and the Balkans. It has also developed a two-day training program to share these tools with clergy of all faiths.

COLLABORATION

In addition to our “analysis to action” model, there are several other strategies we employ to accomplish our goals, including:

- **Partnering.** The Institute maintains regular and productive partnerships with non-governmental organizations (NGOs), academia, and international organizations such as the United Nations. It also works with government agencies—including Congress, the Departments of State and Defense, and USAID. In addition to sharing the cost of joint operations, the Institute increases its impact when it works in partnership with these organizations.
- **Convening.** The Institute uses its convening powers to tap into the expertise of the larger international affairs community and to promote collaborative problem-solving. Through conferences, standing working groups, Track II diplomacy, and special events, USIP uses its extensive and growing networks to promote collaboration and to bridge divides.
- **Investing in nonprofits.** The Institute invests over 25 percent of its annual budget in grants to non-profit organizations, educational institutions, and research organizations worldwide. Grants are a flexible means of expanding the breadth and depth of the Institute’s work, especially in zones of conflict; and grantees who need additional funding raise almost \$2 for every dollar invested by USIP.
- **Prioritizing.** There are over one hundred nascent, active or post-conflict situations in the world today. Given budget constraints, the Institute can only be active in about 20 percent of these. To ensure that we engage on the right conflicts in the right way, the Institute conducts a systematic, yet flexible, approach to identifying priorities every year.

USIP STAFF EXPERIENCE



Figures do not add up to 100% as all of USIP’s staff have experience in more than one sector.

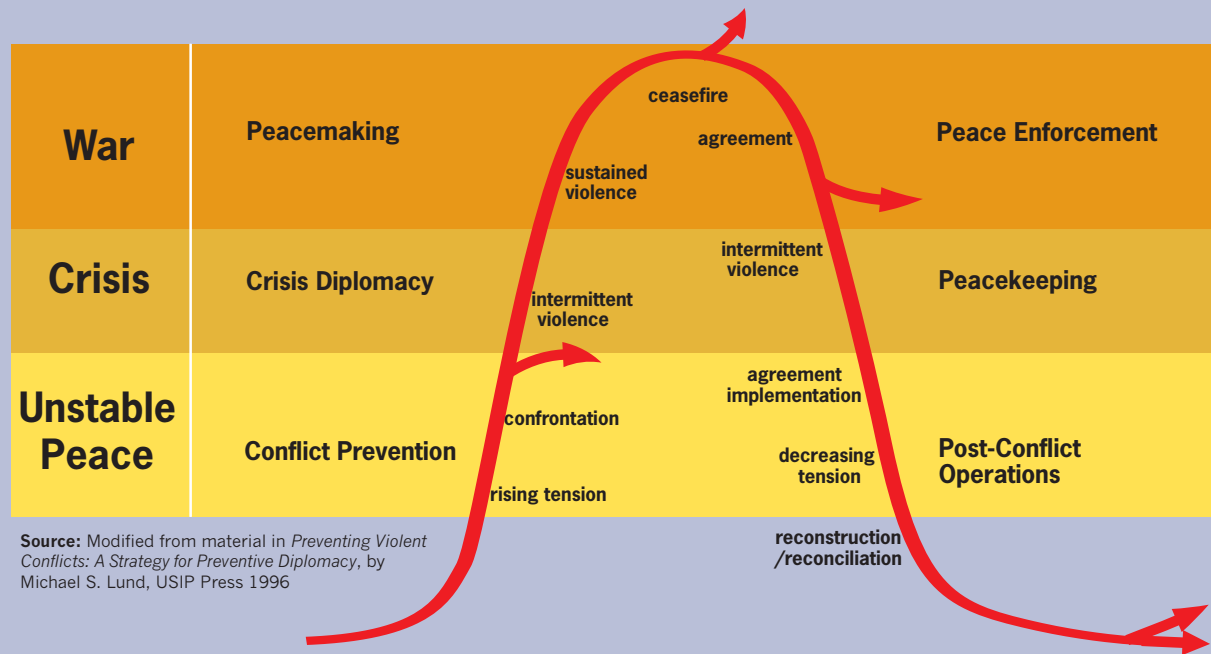
EXPERTISE

We draw on a variety of resources in fulfilling our mandate, including Institute staff, grantees, fellows, and a broad set of governmental and non-governmental partners, including:

- **Institute specialists.** The Institute employs over seventy talented specialists with geographic and subject

CYCLE OF VIOLENT CONFLICT

The Institute's congressional mandate cuts across all phases of conflict. Our goals, organizational structure, and projects reflect this comprehensive approach to conflict management.



-matter expertise. They come from the government, military, NGOs, academia, and the private sector. Three-quarters have operational experience, two-thirds have worked in the research sector, and almost 40 percent have both operational and research experience.

- **Grantees.** Through a highly selective grants program (less than 15 percent of those who apply get funding), the Institute invests in nonprofits, educational institutions, and research organizations throughout the world. Past grantees are based in seventy-five foreign countries and the United States.
- **Fellows.** The Jennings Randolph Senior Fellows Program awards fellowships (in residence) to outstanding scholars, policymakers, practitioners, and

journalists. Since the program's inception, fellows have produced over 125 books and special reports. We also award nonresident Peace Scholar Dissertation Fellowships to students at U.S. universities who are researching and writing doctoral dissertations related to the Institute's mandate.

The Institute's unique status as an *independent national* organization fosters agility and flexibility. Its unique status as a *non-partisan* organization promotes even-handed assessment and problem-solving. Building on these strengths over the past two decades, the Institute has developed an extensive amount of *knowledge* and *know-how*. The remainder of this document provides examples of how the Institute has successfully applied both in the cause of peace.



STABILIZING SOCIETIES EMERGING FROM VIOLENT CONFLICT

PEACEBUILDING IN IRAQ

USIP has been deeply involved in Iraq since 2004, engaging its specialists, applying its unique capabilities, and leveraging its relationships within Iraqi civil society. The Institute has four goals in Iraq:

- To prevent sectarian violence
- To develop leaders who will help transform Iraq into a stable democracy
- To promote the rule of law
- To strengthen civil society

Some say there are no good news stories about Iraq. The work of the Institute of Peace belies that view.

PREVENTING SECTARIAN VIOLENCE

Since arriving in Iraq, USIP has created networks of organizations and individuals committed to pursuing peace. It has increased the participation of previously marginalized groups in the political process, including minorities, women, and the disabled. And it has supported Iraqi civil society projects that promote intercommunal and interreligious tolerance. Three examples of its efforts follow:

- **Working at the Community Level.** Recognizing the importance of working directly with local communities and of working outside of the Green Zone, the Institute helped develop and fund conflict manage-

ment and mediation training for a broad spectrum of community leaders across Iraq. One of the Institute-trained facilitators (and his Institute-funded organization) applied the skills he developed to reduce tensions that threatened to engulf residents in a Baghdad neighborhood of Arab Shia, Arab Sunnis, Kurds, Christians, and Turkmen.

Using techniques developed by the Institute, the facilitator and his team brought together key groups, including commanders of the Mahdi Army, sheikhs from Shia and Sunni tribes, imams from local mosques, tribal chieftains, militia leaders, and several government officials. They began by discussing the good relations that historically prevailed among the groups in the neighborhood. Then the local head of security provided an overview of the deteriorating security situation, detailing the growing number of threats, kidnappings, and murders that threatened to cause irreparable harm to the neighborhood.

After lengthy debate and concerted mediation, the parties agreed on the following:

- That no aggressive action or attack be taken by either side
- That neither side shelter any individual who engaged in or who had evident tendencies/desires to engage in such attacks



- That threats and intimidations on both sides stop
- That anyone who defaults on these agreements be handed over to security forces by his own community/sect
- That a “follow-up committee” made up of those present, plus additional members of the community from each side, be formed to take up, in coordination with the region’s security head, the task of monitoring security developments in the area
- That similar meetings be held every forty-five days in order to assess and discuss the area’s security situation and needs

Almost immediately, these efforts resulted in a notable decrease in sectarian violence in the area. A second meeting was scheduled and held forty-five days later and all the representatives noted an improved security situation and increased collaboration aimed at reducing sectarian violence. One remarkable example of this cooperation occurred when a tip-off from residents to the “follow-up committee” led to the discovery of an arms cache. In addition, residents provided information about terrorists to the security forces in the region, leading in several cases to their capture.

The results appear to be more than anecdotal. Surveys conducted by security officials in the neigh-

“You have definitely proven your distinction and neutrality. You have indeed been our voice when we had no voice, and our ears when no other would hear our calls.”

Student at the University of Babylon-Hilla

borhood in the two months preceding the intervention found that there were sixty-seven kidnappings, forty-three armed assaults of inhabitants leading to the death of the victims, and nine armed assaults leading to serious injuries. By the time of the second meeting, security officials reported that there had been only four cases of kidnapping, two of which had failed. No armed attacks had been reported during this period, and twenty-seven suspected insurgents had been captured.

- **Building unity among Sunni and Shia women.**

Through a mosque-based project, the Institute supported nine workshops on intercommunal relations for some 250 Sunni and Shia women in different neighborhoods of Baghdad, including Sadr City. The workshops targeted mothers and schoolteachers from different Muslim sects and focused on the importance of unity among Iraqis—regardless of religion or community—for the nation’s stability and the future of Iraqi children. Topics included ethnic stereotyping and the influence of conflict on child development. The project increased ties among diverse communities and strengthened relationships at the grassroots level.

- **Engaging Sunnis in the political process.** In another Institute-sponsored project, a “first-of-its-kind” gathering of Sunni political leaders and legal scholars discussed the current constitution. Participants included Sunnis who had previously rejected the approved constitution, but who nevertheless joined their countrymen to design a strategy for moving forward. One official involved in this project said, “Reaching out to Sunnis in this way is vital to calming the insurgency.”

DEVELOPING LEADERS AT UNIVERSITIES

Almost half of the Iraqi population is under twenty-one. Long-term peace and development depends on instilling democratic values in this generation. To this end, the Institute supported constitutional outreach and dialogue at over a dozen universities throughout Iraq. It helped establish centers for conflict resolution and human rights at six universities, and it ran a successful peace essay contest at one hundred schools in Baghdad.

The Institute also supported the establishment of a student society at the University of Babylon-Hilla. This society helps foster freedom of expression and encourages a culture of tolerance and respect for citizens’ rights among Iraqi youth. In twelve months, the society disseminated thousands of copies of student-pro-

duced newsletters (*al-Iraqi*) and held a total of twenty-one debates on controversial and timely issues, such as the role of Islam in government, federalism, unemployment, and terrorism. Surveys indicated that over 90 percent of the students felt that the newsletter increased their understanding of democratic processes.

The student society has grown into the largest student organization on campus—larger even than the Sadrist Islamic Student Union. Through an independent, external evaluation, top administrators at the University confirmed that the project has been beneficial in helping dispel the power of radical groups on campus. Moderate students elected by the student body to lead the project have effectively edged out religious extremists vying for student leadership. The project is galvanizing moderates and helping marginalize militants, providing an essential counterbalance to radicalization on campus.

The Institute also collaborated with the University of Baghdad, the flagship institution in the Iraqi higher education sector with over eighty thousand students (about 40 percent of all higher education students in the country). Working with Iraqi faculty and administrators, the Institute helped establish a center called the Educational Unit for Peace Studies and Human Rights at the University of Baghdad.

The Unit serves as a nexus for intellectual and practical activities and is now helping the university develop core and elective courses on conflict resolution, peace studies, and human rights. It also advises the Ministry of Higher Education, the university administration, and other universities on developing conflict resolution, human rights, and democracy curricula.

DEVELOPING LEADERS IN HIGH SCHOOLS

As noted above, in many ways the prospects and burdens of building long-term peace rest with the next generation of Iraqis. In a time of violence and uncertainty, a USIP-sponsored essay contest showed that optimism among high school students still exists.

The question addressed in the essay-contest was “What Do I Want from the Future Iraq?” Sixty Baghdad schools participated. Students submitted 120 essays, and ten awards were granted. Teachers, administrators, and parents also became engaged—producing a powerful multiplier effect. In the words of one Iraqi, “It is projects like this that, quietly and earnestly, will help build a free Iraq.”

“We are all Iraqis and even if we have different nationalities, beliefs, traditions, and natures ... by means of respecting one another we can [achieve] a united Iraq.”

USIP Training Program Participant

DEVELOPING LEADERS IN GOVERNMENT

The Institute’s educational efforts extend beyond the secondary and university level. It also trained almost two hundred Iraqi officials from six different ministries on managing conflicts peacefully and on working together constructively in a democratic system. As part of these programs, the Iraqis—Sunni, Shia, and Kurds alike—collaborated to develop a shared agenda for Iraq and to craft corresponding detailed work plans to achieve these goals.

These training programs included the highly sophisticated, computer-supported “SENSE” simulation, which helps participants develop solutions to the full range of challenges facing societies emerging from violent conflict. With long-term capacity in mind, and with the permission of the Institute for Defense Analyses (which developed SENSE), USIP trained an Iraqi NGO to conduct additional SENSE training—the first time a non-U.S. institution has achieved this capacity. The NGO has already used SENSE to train Iraqi parliamentarians and others.

Training on interethnic dialogue was also given to provincial-level government and civil society officials, who have gone on to conduct their own training programs for fellow Iraqis. Overall, the Iraqis involved in all these training activities considered them extremely useful, rating them an average of nine on a ten-point scale.

INCREASING REGIONAL STABILITY

Believing that Iraq’s neighbors can play a key role in helping stabilize the country, the Institute initiated a series of groundbreaking dialogues among leading foreign policy and national security experts from Iraq and its six neighbors: Saudi Arabia, Jordan, Syria, Turkey, Iran, and Kuwait. Discussions focused on:

- Developing a regional reconciliation process to overcome deep-seated prejudices
- Creating a broad-based effort to improve security

(terrorism, insurgency, and cross-border crime and corruption)

- Promoting effective government inside Iraq
- Strengthening economic ties

The initiative, the only unofficial dialogue of its kind, received high marks from participants and led to follow-on, bilateral contacts. The Institute is working with Iraqi officials and regional partners to establish ongoing mechanisms to continue dialogue and cooperation.

PROMOTING THE RULE OF LAW

The rule of law is a fundamental building block of peace. In Iraq, USIP deployed a two-pronged strategy to promote the rule of law by supporting the constitution-making process and promoting transitional justice:

- **Crafting a constitution.** The Institute was the first organization to support inclusive and broad public discourse as Iraqi citizens began to craft a constitution. USIP brought together key representatives of major political parties and civil society, as well as experts from the constitutional processes of several countries, including South Africa, Afghanistan, Albania, and East Timor, to develop options for conducting the Iraqi constitutional process. USIP also provided support to Iraqi civil society groups whose responsibilities included engaging tens of thousands of people in the constitutional process, recruiting experts to advise Iraq's Constitutional Drafting Commission, and helping organize, evaluate, and assist the Commission's public outreach unit.

Recognizing the importance of defending minority rights, USIP also helped establish the Council of Iraqi Minorities and develop constitutional options to ensure the protection of minorities. In addition,



“The U.S. Institute of Peace is doing a magnificent job of facilitating interethnic and interreligious dialogue and conflict resolution. They are training Iraqi leaders at the national and local levels in democratic processes and rule of law... this is all the more critical today, as we acknowledge that Iraq's future will be decided in the political arena, not on the field of battle.”

Senator Tom Harkin

the Institute organized a groundbreaking meeting of diverse Iraqi Sunni factions to forge a constructive approach to constitutional revision.

- **Building a just society.** As Iraqis developed a constitution to guide their future, they also began coming to terms with the past—decades of abuse by the former regime continue to divide Iraq. To help Iraqi society decide for itself how best to address this legacy, the Institute, in concert with the State Department, helped develop a transitional justice strategy.

It also contributed the design of the Iraqi Special Tribunal, basing its formation on the experience and insights of war crimes tribunals in The Hague, the Balkans, Rwanda, Sierra Leone, and East Timor. USIP also produced and distributed an Arabic-language documentary on truth commissions that Iraqi officials, civil society groups, and the media can use to encourage public information and discussion. The work of the Institute is expanding Iraq's ability to draw on the experience of other countries, while encouraging Iraqis to develop their own methods to confronting the nation's painful past.

ENGAGING WOMEN IN PUBLIC LIFE

Encouraging Iraqi women to participate in public life is essential to protecting their fundamental rights, as well as to sustaining peace and development. After the fall of the Baath government, women struggled to fully participate in Iraqi civic life. As part of a larger strategy to engage Iraqi women in post-conflict reconstruction, the Institute, working in partnership

with the State Department, supported two dozen projects involving the development of women within Iraqi society. Some examples follow:

- **Developing women leaders.** USIP supported a series of training workshops designed to promote women's rights and participation in the political processes. Positive results have been plentiful: fifteen participants were elected to the Iraqi National Assembly. Others were selected to the Iraqi cabinet and named to the Constitutional Drafting Commission. Several participants formed a Women's Coordination Committee in Baghdad to advocate for the protection of women's rights in the new constitution. Three workshop participants organized their own training sessions for hundreds of women in Baghdad and Suleymaniyah. Two others developed civil society projects to promote the capacity of women's NGOs in the north and the south and to create a network of peacebuilding specialists and activists throughout Iraq.
- **Reaching out to women across Iraq.** For more than twenty years, Iraq's Baath rulers denied Iraqi citizens open, uncensored public discourse. In the new Iraq, the use of radio—an inexpensive medium with reach far into even the poorest rural areas—has become an important tool in forging a more open and democratic nation. With the help of USIP, the first women's radio station in Iraq, Radio al-Mahaba, quickly took advantage of this medium. The Institute supported the development of radio programming (in Arabic and Kurdish) on democracy, voting, constitution-making, and intercommunal relations. As an example, constitution-related programming called “Constitution on Air” aired four hours a day, employing guest speakers, educational spots, call-in shows, and radio dramas.

The programming reached an estimated audience of eight million people within a 200-kilometer radius of Baghdad. The radio programs have been so popular that the station has added an additional two hours in Assyrian and English. According to an article published in *USA Today*, the station received between seventy and one hundred calls per day from women seeking to address “a slew of . . . issues that affect them as women, including family relationships and the wearing of head scarves.” The station manager said, “The radio



station . . . does not belong to any political party and [is available to all] women to share their concerns and opinions without fear.”

- **Increasing awareness of women's rights.** It is difficult to reach illiterate and semi-literate adults, particularly women, in Iraq. To reach this audience, USIP funded the creation of booklets of “smart illustrations” to increase awareness of rights and to encourage participation in the political process. The project was successfully implemented despite security threats, communications difficulties, roadblocks, and other logistical constraints. USIP's partner was able to distribute ten thousand copies each of three booklets: *Women and the Democratic Process*, *Women and the Constitution*, and *Women's Human Rights* in ten governorates including Babil, Basra, Dhi Qar, Karbala, Maysan, Muthana, Najaf, Qadissiya, Wasit, and Baghdad (Sadr City, Hurria, and Karrada). Also, debates on the three booklet themes were held in every targeted governorate. These debates were accompanied by workshops and meetings in different areas of the governorates, often in residents' homes. In addition, a network of twenty-five NGOs was created to support the project and ongoing activities. According to feedback from participants, as well as evaluation reports and high participation levels, this project has resulted in a significant increase in awareness around women's rights.

PEACEBUILDING IN THE BALKANS

The end of the Cold War triggered conflict throughout much of the former Communist bloc, as long-standing internal divisions boiled to the surface in the sudden absence of repressive single-party rule.

For the most part, the countries of Eastern and Central Europe managed their transitions peacefully. One exception was Yugoslavia, which disintegrated in a series of violent conflicts. Understanding the need for immediate action, the Institute engaged quickly in the Balkans, starting in Bosnia immediately after the Dayton Accords were signed, and then expanding its activities to Kosovo and Serbia.

Bosnia

PROMOTING JUSTICE

From 1992 to 1995, war in Bosnia tore the country apart, displacing about half of its population and killing more than one hundred thousand people. Recognizing that confronting the legacy of wartime abuses is vital to stabilizing societies emerging from conflict, USIP was on the ground helping Bosnian leaders begin this post-war process within weeks of the end of the war.

The Institute convened the first joint meeting of senior Bosniak, Serb, and Croat officials from the Ministries of Justice and Interior to jointly explore how best to promote reconciliation. The group developed a set of practical recommendations for moving forward, which USIP then helped Bosnian and international officials implement. The result was an improvement in both the promotion and the perception of justice.

Building on this achievement, USIP sponsored the first exchange between the International Criminal Tribunal in The Hague and the Bosnian public. Past abuses had to be addressed for Bosnia to thrive—and USIP was at the forefront in helping Bosnia begin this journey. As Michael Johnson, former Chief of Prosecutions at the International Criminal Tribunal for the Former Yugoslavia, stated “earlier than most actors, USIP recognized that the international tribunal, credible domestic trials, and the development of complementary approaches were vital to justice and peace in Bosnia, and it made invaluable contributions to move these processes forward in a coordinated fashion.”

IMPROVING INTERRELIGIOUS COOPERATION

Promoting religious tolerance is also vital to Bosnia's long-term stability. The Bosnian conflict pitted Catholics, Muslims, and Orthodox Christians against each other. At the end of three and a half years of

“The distinguished list of participants in USIP projects could serve as a who’s who of politics in the Balkans. The personal and professional links between often antagonistic sides would not have been possible without the platform provided by the USIP.”

Official Involved in the Kosovo Final Status Talks

warfare, the connections among these communities—which had peacefully coexisted during much of Bosnia's past—were seriously fractured. Working assiduously behind the scenes with religious leaders, USIP helped improve communication and cooperation among these religious communities by supporting a series of workshops. One of the participants, a Muslim sheikh, subsequently used his skills to facilitate the return of 1,600 displaced people to their homes. And the interreligious Council, which USIP's partners helped create, now meets regularly and plays a critical role in Bosnia's ongoing reconstruction.

CRAFTING A CONSTITUTION

USIP has also been actively involved in creating a process for Bosnian constitutional change. This process involved the participation of eight major political parties—including those in power and the opposition. With the help of USIP, and after much deliberation and debate, the group developed a consensus package of constitutional amendments designed to meet the requirements of the European Union.

PROMOTING RECONCILIATION

The rule of law, interreligious cooperation, and a strong constitution are each important elements of Bosnia's future. But for sustained peace, former adversaries must also reconcile their differences. The next generation of Bosnian children is growing up more divided than its elders. They are divided in large part by conflicting versions of victimization and abuse in the recent war—potentially laying the seeds for new conflict.

To help address this problem, the leadership of the Bosnian parliament asked USIP to advise a working group charged with overseeing the creation of a national truth commission. With the assistance of USIP, this working group (comprised of Serbs, Croats, and Bosniaks) has worked through a series of diffi-

cult issues to develop a consensus proposal to establish a truth commission and ultimately to help address Bosnia's fractured past.

UNDERSTANDING THE PAST, SECURING THE FUTURE

With the help of the Institute, a grantee convened a group of scholars from across Europe and North America to examine the underlying causes of the Yugoslav conflicts and to track their course. The project involved scholars from twenty-seven countries organized into ten teams. They produced important findings on a range of issues, including historical patterns of conflict in the Balkans, the origins of NATO's intervention, and the international community's failure to protect safe areas in Bosnia. The project has attracted considerable attention in the Balkans and on Capitol Hill, and has made a significant contribution to understanding the causes and responses to ethnic and religious wars.

Kosovo

The bitter and bloody struggle between ethnic Albanians and Serbs over Kosovo marked the climax of the violent conflict that engulfed the Balkans following the collapse of Yugoslavia. The conflict resulted in an estimated ten thousand civilian deaths and over five hundred thousand displaced people and refugees. Homes were burned, livelihoods were destroyed, and rape and summary executions were used as instruments of war.

Hoping to help prevent such suffering in the future, the Institute efforts in Kosovo focused on promoting non-violent regime change, facilitating interethnic cooperation, and strengthening civil society.

BRINGING DOWN A DICTATOR

The Institute recognized that peace could not be achieved in Kosovo as long as Serbian President Slobodan Milosevic was in power and the Kosovo Liberation Army was preparing for war. So it recommended a strategy for peaceful regime change that ultimately proved successful—building a broad opposition coalition to remove Milosevic by overt, non-violent political action.

In addition, the Institute designed a program of support for the Serbian democratic opposition. The program gained Congressional and administration support and was an important factor in Milosevic's

Throughout the 1990s, the Balkans media often fanned the flames of ethnic hatred, but a courageous minority of journalists struggled to maintain the spirit of independent journalism in the midst of war. Kemal Kurspahic is one such figure. As editor-in-chief of the Sarajevo daily newspaper, *Oslobodenje*, he led his paper through historic times: from its break with the Communist Party in the 1980s to its operations as a daily publication in the early 1990s, while Sarajevo was under siege.

Kurspahic came to USIP as a senior fellow in 1999 to reflect on his experiences, write a book about the role of media in ethnic conflict, and consult with policymakers and journalists in Washington about the ongoing issues confronting peace implementation in Bosnia.

Shortly after his successful fellowship, Kurspahic was named an International Press Institute World Press Freedom Hero (2000). His book *Prime Time Crime: Balkan Media in War and Peace* was published by the Institute in 2003 and he received the Erhard Busek award for better understanding in South East Europe from the South East Europe Media organization, which published *Prime Time Crime* in the Bosnian language.

defeat at the polls and his peaceful departure from power in 2000.

BRINGING TOGETHER FORMER ENEMIES

To prevent another eruption of violence in Kosovo, the Institute conducted a pioneering summit involving Kosovar, Albanian, and Serb leaders. USIP divided the participants into three ethnically mixed groups to discuss security, economic development, and education. Working together on a shared agenda was a new experience for Kosovars, Serbs, and Albanians. The meeting was called "the best in a century" by a leading Serb Orthodox prelate.

Since this summit, USIP has successfully trained leaders on both sides of the final status talks (talks to determine whether Kosovo will remain part of Serbia). More than 20 percent of the Serbian diplomatic corps

"Workshops like the one you conducted... could very well save the lives of Americans."

Military Officer and Participant in Institute-Sponsored Workshop

was trained by the Institute in conflict management and negotiation skills, as were dozens of Defense Ministry and Serbian Republic officials. At the same time, the Institute successfully trained members of the Kosovar Provisional Institutions of Self-Government—including the prime minister, several other ministers, and a number of senior civil servants.

STRENGTHENING CIVIL SOCIETY

The Institute also engaged at the local level in Kosovo, where a robust civil society is a crucial building block of peace. With the assistance of a U.S. Army colonel, a group of USIP trainees from Gjilan/Gnjilane—a town in southeastern Kosovo—founded the Council of Professionals, a non-governmental organization that builds relationships between Serbs and Albanians with professional backgrounds (e.g., doctors, lawyers, teachers and agriculturalists). The group played a key role in maintaining the peace in Gjilan/Gnjilane. It also helped facilitate the return of displaced people to their homes. The U.S. Army colonel later recalled USIP's efforts—which he credited with helping save the lives of U.S. troops—as one of the highlights of his Army career.

The Kosovo Association of Municipalities similarly grew out of an Institute training program for mayors and municipal officials. Recognizing how important legitimate and effective local governance was to long-term peace, the Institute sponsored dialogues and a corresponding training program for Kosovo mayors and municipal officials. Serbs and Albanians officials whose communities were completely isolated from each other met for the first time at Airlie House outside Washington, D.C. There, they discovered that they shared a number of common problems—including decrepit municipal infrastructure, financing problems, and the displacement of many of their residents.

The realization that their common problems could be solved with collaborative solutions led to the establishment of the Association of Kosovo Municipalities, an organization which is now recognized by the Council of Europe, and playing a vital role in building peace.

TRAINING OSCE LEADERS

Maintaining stability in the Balkans requires flexible and creative diplomacy, exemplified by the field missions of the Organization for Security and Cooperation in Europe (OSCE). OSCE's seven missions in the



Balkans (including Bosnia and Kosovo) provide rapid-response capabilities for conflict prevention, crisis management, and post-conflict peacebuilding. USIP is the primary conflict management trainer for mission staff, and (under contract with the State Department) provides a special online course for Americans deploying with OSCE.

OSCE staff who participated in USIP training programs consistently gave the programs high ratings. One expert said, “A decade after it first engaged in the Balkans, the Institute’s voice is recognized as one of the most important in the cause of peace.”

PEACEBUILDING BETWEEN NORTH AND SOUTH SUDAN

Sudan’s civil war lasted decades, killing close to two million people and displacing twice as many. The war, pitting the Islamist, Arabic-speaking government in the North against the largely non-Muslim and non-Arabic speaking population of the South, ended in January, 2005 with the signing of the Comprehensive Peace Agreement.

SEARCHING FOR PEACE

USIP engaged in early efforts to end the North/South conflict during the 1990s. In 1994, the Institute helped the House Foreign Affairs Africa Subcommittee mediate an agreement between the two insurgent factions in Southern Sudan. The agreement served as a basis for a subsequent merger of the two movements—vital to later peace negotiations.

From 1995 to 2000, the Institute held a series of Track II meetings with former officials and intellectuals from Northern and Southern Sudan. The goal was to conceive and implement practical ideas to advance the peace process. According to negotiators of the Comprehensive Peace Agreement, the ideas generated

(and published by USIP in *Sudan: Ending the War, Moving Talks Forward and A New Approach to Peace in Sudan*) informed key components of the Peace Agreement. Monthly policy briefs funded by the Institute became essential reading for influential policymakers and specialists on Sudan. Peacekeepers who used these resources included former Senator John Danforth, the U.S. Special Presidential Envoy for Sudan, who described them as the most helpful of all the materials available to him at the time he accepted his post. UN Secretary General Kofi Annan was another regular reader. One senior policymaker said, “I read it every month to take the temperature of the Sudan peace process,” while another described the briefs as “essential reading on Sudan, invaluable on-the-record assessments of where we are and what’s going to happen next.”

The Institute’s work on Sudan goes beyond mediation support and research. In their quest for peace, Sudanese leaders have frequently found a sympathetic forum at USIP. In the summer of 2001, USIP hosted Sadiq al Mahdi, Sudan’s former Prime Minister. Several months later, the first of a continuing series of Sudan Peace Forums took place. These forums have brought together key U.S. government officials and non-governmental scholars and practitioners for off-the-record discussions aimed at bringing peace to Sudan.

MAKING PEACE REAL

Peace requires more than an agreement. Since many societies emerging from conflict relapse into war, it is vital that peacebuilding follow peacemaking. Soon after representatives from North and South Sudan signed the Comprehensive Peace Agreement ending the conflict between North and South Sudan,

the Institute cosponsored with the Sudan Interreligious Council (SIRC) a significant meeting between Sudanese, Christian, and Muslim leaders. The meeting’s goal was to develop a strategy for using Sudanese religious leaders to help implement the peace agreement. As a result, USIP partners, SIRC and RECONCILE (a southern Sudan non-governmental organization), are sending teams with Christian and Muslim representatives to all of Sudan’s hot spots to help local religious leaders promote peace.

PROMOTING THE RULE OF LAW

For lasting peace, Sudan’s justice system must protect citizens and provide them credible means to resolve disputes without violence. But in Sudan, secular law, *sharia*, and customary tribal justice coexist in an often confused and tense way.

USIP has embarked on a comprehensive effort to ensure Sudan’s legal systems contribute to peace and long-term development rather than conflict. Working with the State Department and USAID, the Institute is helping northerners and southerners understand each other’s legal systems. It is also assisting legal and civil society experts as they identify and prioritize the dozens of national laws that need to be revised to comply with the terms of the Comprehensive Peace Agreement and the constitution. In the South, where fifty different systems of customary law are in use, the Institute is also helping design an integrated and effective system of justice.

STRENGTHENING CIVIL SOCIETY

Moving forward, USIP will continue to strengthen Sudanese civil society by supporting non-governmental organizations, tribal leaders, and universities. For example, the Institute, working with CARE, has identified effective traditional conflict mediation mechanisms. Moreover, to help tribal leaders in unstable areas, the Institute has trained them in negotiation and mediation techniques—techniques that will help them resolve conflicts without resorting to violence. And USIP is strengthening civil society by working with university faculty, lawyers, and leaders of civil society to promote good governance and human rights.



PEACEBUILDING IN SIERRA LEONE

The conflict in Sierra Leone was marked by the killing and intentional maiming of thousands of innocent civilians, as well as the displacement of a larger portion of the population. Now, the country is struggling to rebuild. Important factors affecting long-term peace in the country include: illegal smuggling of arms into the country, the roles of the military and of universities in peacebuilding, and the need for justice and reconciliation. USIP has been actively engaged in all three areas.

COMBATING ARMS SMUGGLING

The spread of small arms is a pandemic that has fueled conflicts, death, and suffering worldwide. To educate the public about the impact of the illegal sale of small arms in West Africa, USIP funded a thirty-minute documentary film. The film, *Global Gunrunners*, shown on the PBS program *Frontline/World*, focused on the methods and disastrous effects of the illegal importation of small arms into Sierra Leone during its civil war. In addition to winning the *Online Journalism Award* from Columbia Graduate School of Journalism and the *Investigative Reports and Editors (IRE) Award*, *Global Gunrunners* played an instrumental role in the extradition of the arms dealer featured in the film.

CREATING MILITARY PEACEMAKERS

To meet the need for full-time, in-country peacekeepers, USIP supported conflict management training for civilian members of the Sierra Leone government and its military. Attendees included the Chief of the Sierra Leone Defense Staff, the Deputy Minister of Defense, and a variety of other military officers from the Armed Forces Training School and the Armed Forces Education Center, as well as officials from the Ministry of Education.

According to an involved official, “This is the first time in the history of the military that the armed forces is constructively engaged to play a positive role in national development through peace education Henceforth, all recruits and cadet officers [will be] exposed to training in peace education, human rights, and democratic governance as part of the standard operating procedures for the military in post-war Sierra Leone.”

The president of Sierra Leone has committed the government to training the country’s military and security forces using the curriculum developed through this project. The Ministry of Defense subsequently institutionalized this training as a core component of the overall armed forces training program.

PROMOTING PEACE THROUGH UNIVERSITIES

In addition to working with Sierra Leone’s military, USIP’s partners worked closely with the country’s universities to promote peace. These efforts led to:

- The inclusion, for the first time, of a peace and conflict studies curriculum in all the constituent colleges of the University of Sierra Leone, including Fourah Bay College, Njala University College, and Milton Margai College of Education and Technology
- The establishment of a Peace Education Unit in the Institute for Curriculum Sciences in the Faculty of Education at Njala University College
- The establishment of an academic Department of Peace Studies and International Relations at the Milton Margai College of Education and Technology
- The creation of an Inter-collegiate Committee on Peace and Conflict Studies of the University of Sierra Leone to mainstream and institutionalize peace and conflict studies
- The initiation of a planning process to create a BA degree in this field
- The hiring by the University of Sierra Leone of two full-time and three part-time lecturers, and the construction of a purpose-built facility to house the new Center for Peace and Conflict Studies and its related academic programs

SEEKING JUSTICE AND RECONCILIATION

The peace agreement ending the conflict in Sierra Leone required the nation to create a Truth and Reconciliation Commission to provide a forum for victims to share their stories, to analyze how and why such massive brutality had occurred, and to develop ways to prevent its recurrence. Concurrently, the UN and national government agreed to create a *Special Court* to prosecute those responsible for the atrocities.

Because these bodies needed to work in tandem, USIP helped organize a meeting of officials from Sierra Leone and the UN to develop a plan. The Institute then participated in a successful UN-sponsored working group that produced guidelines to govern the relationship between the two bodies. USIP also assisted the prosecutor of the Special Court, while an Institute fellow produced a special report analyzing the effectiveness of the Truth and Reconciliation Commission.

The efforts of USIP helped lay the groundwork for a successful Court and Commission. More importantly, they helped build a foundation for lasting peace in Sierra Leone.



ENDING VIOLENT CONFLICTS

PEACEMAKING IN NIGERIA

Conflicts between Christians and Muslims in Nigeria have caused thousands of deaths in recent years. Violence between the two communities is based on a wide range of political, economic, and ethnic tensions. The Institute has a strong record of peacemaking in this African nation. In collaboration with its Nigerian partner, the Inter Faith Mediation Centre, USIP has helped:

- Train hundreds of young Nigerian religious leaders, women, and youth from all over the country to be peacemakers
- Bring peace and reconciliation to large parts of Plateau State, wherein the greatest number of sectarian deaths has occurred
- Mediate the end of violence and the restoration of civil order in Yelwa, Plateau State, where over one

thousand were killed in Christian/Muslim clashes in 2004

- Mediate the end of violence and the return of those who fled the violence in Dilimi, Plateau State, following the end of violence in 2004

The Institute is currently exploring how it can cultivate peacemaking by religious leaders in the volatile Niger Delta, the site of Nigeria's enormous oil reserves and its greatest social and ethnic upheaval. It has already conducted training on conflict resolution for civil society groups promoting peace in the delta. It also funded groundbreaking research on the sources of conflict there in partnership with the University of California, Berkeley.

The Institute's work has been well received in the region, where one expert said, "We [believe] that USIP's new initiatives in the Niger Delta will have the same kind of transformative impact that their work had in Kaduna and Plateau States."

In central Nigeria, Muslims live mostly as traditional traders and cattle owners among a Christian majority of small-scale farmers. Muslims are wealthier than their Christian farmer neighbors, and religion, class, and land ownership issues generate divisive conflicts. Mob violence and revenge killings have gone on for decades, claiming fifty-three thousand lives since 2001.

Pastor James Wuye and Imam Mohammed Ashafa, who at one time had fought on opposite sides, started the *Inter Faith Mediation Centre* in 1995. With the help of the Institute, they began to train Nigerian youth in peacemaking, and those youth, in turn, helped to transform troubled areas of Nigeria. Building on earlier successes like this one, the *Inter Faith Mediation Centre* joined the Institute to help mediate a conflict in Yelwa where nearly one thousand people had been killed six months earlier. After difficult discussion and negotiation, community leaders drafted and signed a peace declaration, reaching common ground that transcended class and religion—and beginning a journey to reconciliation that few had imagined possible.

PEACEMAKING IN THE PHILIPPINES

In an effort to end decades of conflict in the southern island of Mindanao in the Philippines, the Institute is actively supporting the peace process between the government and the Moro Islamic Liberation Front (MILF). The Institute began this work at the request of Philippine President Macapagal-Arroyo and the U.S. State Department.

The U.S. interest in ending the conflict is both strategic and humanitarian. The failure of past peace agreements to resolve Moro grievances about governance and discrimination has created an unstable situation, which is now being exploited by international terrorist and criminal groups.

USIP has established important relationships with MILF and government negotiators, as well as a wide range of academic, religious, and humanitarian leaders. Using these contacts, the Institute helped both parties develop new approaches to resolving “ancestral domain” issues (i.e., issues related to territory, natural resources, and self-government). Such issues are key points of contention driving the conflict.

The Institute also provided resources that both parties to the conflict have used effectively. After extensive historical, cultural and political research on the roots of the conflict, Institute staff convened a workshop for international practitioners (Native Americans, Maori, Sudanese, Sri Lankans, and Guineans) and Filipino and Moro leaders. Together, they explored ways to resolve ancestral domain issues. Government and Moro leaders have drawn upon the comparative cases the Institute presented, with both sides using

“Guided by a senior advisory panel of former ambassadors, the Institute has established unique working relations with the leaders of the MILF, government negotiators, and civil society to end the conflict. The Institute has contributed new ideas and approaches to help the negotiators overcome obstacles that have thwarted previous attempts to establish a viable peace.”

Senator Kit Bond

those cases to further negotiations. As one participant in the negotiations said, “USIP has provided to both peace panels...new formulas to solve the problem...via negotiated political settlement.”

But addressing the root causes of this conflict will not be enough to ensure peace. The public must also support and be engaged in the peace process. Working with Filipino public institutions, media, religious, and academic groups, the Institute initiated public outreach efforts—efforts to disseminate balanced information on the peace negotiations, the key unresolved issues, and the benefits of peace. Its outreach strategy has been six-pronged:

- **Video outreach.** The Institute supported the production of a video to educate policymakers and media leaders on ancestral domain issues. As one Mindanao NGO activist said: “I have finally watched the ‘Ancestral Domain’ video. I think it is excellent and already we have scheduled it for viewing among groups here. I will definitely be keeping in touch for another fruitful collaboration in 2006.”
- **Print and broadcast media outreach.** USIP also helped produce a wide array of peace advocacy materials through print and broadcast media.
- **Media workshops.** USIP supported training for journalists, editors, and publishers designed to reduce biased coverage of the conflict in Mindanao.
- **Religious leaders.** In addition to broad public outreach, USIP successfully targeted Christian and Muslim religious leaders. Outreach to this group centered on encouraging dialogues to reduce inter-faith suspicion and to build a constituency for



peace among the clergy and ulama. The Institute also encouraged development of networks for moderate Muslims to counter extremist efforts.

- **Young Moro leaders.** The Institute initiated a dialogue among young Moro leaders to help build unity among different ethno-linguistic groups, to encourage cooperative problem-solving, and to build a new generation of Moro leaders dedicated to the peaceful development of Mindanao and the Philippines.
- **Non-governmental organizations.** USIP supported and coordinated programs with a number of NGOs that have significantly increased public awareness of the political, social, and economic benefits of the peace process.

Through its work on the critical issues of territory, natural resources, and Moro self-government, as well as its efforts to increase public support for peace, USIP has become an increasingly trusted player in the Mindanao peace process. One involved peacemaker said, “Daghang salamat [thank you very much] for accompanying us in our stormy journey to peace in Mindanao. We truly appreciate your wonderful efforts.”

PEACEMAKING BETWEEN PALESTINIANS AND ISRAELIS

The conflict between Palestinians and Israelis has caused much suffering and loss of life. It has also generated a great deal of tension between the United States and the Muslim world. The resolution of this conflict is critical to stability and development throughout the Middle East. With the collapse of the peace process in 2001, the Institute redoubled its efforts to build constituencies for peace among religious leaders, nurture the next generation of leaders

“When despair looms, as it often does here, [USIP’s] presence and support are critical for us.”

Palestinian and Israeli Co-Directors,
Middle East Children’s Association



committed to peace, and produce cutting-edge, policy-relevant research:

DEVELOPING RELIGIOUS LEADERS AS PEACEMAKERS

In 2002, Israeli and Palestinian religious leaders signed the “Alexandria Declaration,” a seven-point statement calling for an end to bloodshed in the Holy Land. Since then, the Institute has been a principal supporter of religious leaders engaged in the peace process.

As part of its work, the Institute helped facilitate a meeting in Cairo of twenty-five Palestinian Muslim leaders, each of whom embraced non-violence. The Institute also facilitated the participation of fifteen imams from Gaza at a special meeting of imams and rabbis during an international conference in Spain. During this meeting, Palestinian imams and Israeli rabbis had a rare opportunity to discuss the issues that divide them.

The Institute also supported the development of a handbook on interfaith dialogue for use in Israel, the Palestinian Territories, and the larger Middle East. And it helped establish the TT-Adam Center, a Palestinian organization dedicated to peacemaking in Gaza.

As a result of these efforts, an increasing number of Muslim, Jewish, and Christian religious leaders have endorsed the Alexandria Declaration's commitment to the peaceful resolution of the Israeli/Palestinian conflict. The Institute continues to forge strong bonds and foster commitment to peaceful solutions among a wide range of Israeli and Palestinian religious leaders, whose efforts will be essential in bringing peace to the Middle East.

BUILDING A NEW GENERATION OF PEACEMAKERS

Like its work with religious leaders, the Institute’s educational efforts promote non-violent approaches

“The U.S. Institute of Peace is one of the nation’s intellectual treasures, and I’m gratified by your commitment to [provide] unbiased, non-partisan expert information...”

Congressman Gary L. Ackerman

to resolving differences between Israelis and Palestinians. The Institute’s educational programs have focused on breaking the cycle of hatred and intolerance. Concurrently, the Institute’s work also focuses on strengthening civil society, the foundation of peaceful development. Examples of Institute educational projects include:

- **Fighting intolerance and hate.** Textbooks used in zones of conflict often promote intolerance. In an effort to offer an alternative to such textbooks, the Institute sponsored the publication and distribution of a Palestinian book entitled *An Anti-Hate Manual*. The manual has proven to be an effective tool in promoting tolerance and peaceful coexistence in Palestinian schools and in the larger Palestinian community. Five thousand copies have been distributed to hundreds of schools in the West Bank and in Gaza. In addition, Palestinian NGOs distributed hundreds of copies to community leaders in towns and villages throughout the West Bank, and three thousand copies have been distributed in Israel.
- **Creating student leaders.** Students in the Palestinian Territories are the political leaders of tomorrow. Recognizing this, USIP collaborated with local Palestinian youth and conflict resolution groups to introduce principles of strategic non-violence, democracy, and human rights to eighty student council leaders from West Bank universities. During four workshops, the young leaders also developed conflict resolution skills and improved their communication, leadership, and facilitation abilities.

The project created a core group of student leaders who continue to actively promote non-violence on their respective campuses. One student noted: “We all gathered together, students of different universities together—South, North, Center—in one workshop. We learned so much from each other and

from the outside guests, particularly how we can make our universities and our communities better and more peaceful.”

- **Strengthening schools—strengthening civil society.** The Institute has been an active supporter of the Middle East Children’s Association (MECA), which does pioneering work on Israeli-Palestinian collaboration in the field of education and curriculum development. USIP staff helped MECA evolve from an informal group of teachers meeting to discuss common interests to an established organization comprised of skilled facilitators and teachers developing a meaningful curriculum that helps reduce incitement and promote peace.

MECA also strengthens relationships among Israeli and Palestinian teachers, which in turn strengthens the prospects for long-term peace. In the words of one Israeli teacher, “It is important for us to see the constant commitment of Palestinians to peace despite the continuing difficult circumstances in which we all live, particularly the Palestinians. If they remain committed to educating their children for peace and a better future together, then so can I.”

REACHING A BROAD SPECTRUM OF SOCIETY

The Institute’s training programs have brought together Israelis and Palestinians from a broad spectrum of society – including the business, governmental, health, and civil society sectors. These programs have strengthened skills in problem-solving and conflict resolution, and have helped build a network of professionals who can work together cooperatively and productively.



ADVISING POLICYMAKERS

In addition to its work with teachers, students, religious leaders, and civil society, the Institute manages a robust research and analysis program. Recent works include: *Generals in the Cabinet Room: How the Military Shapes Israeli Policy*; *Manufacturing Human Bombs: The Making of Palestinian Suicide Bombers*; and *How Israelis and Palestinians Negotiate*. The Institute also publishes a regular series of widely-cited briefing papers.

In addition, USIP's *Project on Arab-Israeli Futures*, brings together policymakers, members of Congress, academics, and non-governmental organizations in support of policymaking. Finally, Palestinian/Israeli peace has been a major priority of the Institute's grant program. Current grants include projects on suicide terrorism, Palestinian refugees, and de-militarization of armed groups. In fact, since the early 1990s, the Institute has provided more than 150 grants on Arab-Israeli peacemaking.

PEACEMAKING IN DARFUR

Violence in Darfur, in concert with the resulting disease and starvation, has killed an estimated four hundred thousand people, precipitated the displacement of over two million more, and caused widespread suffering. Recognizing that neither Sudanese nor international efforts have stopped the violence, USIP decided to engage at the local level. It sponsored several workshops for senior tribal leaders from across Darfur. The workshops were the largest gathering of tribal leaders in over ten years, and they were highly successful (participants' assessments

averaged 9.5 on a 10-point scale). One participant said, "I hope to use the skills acquired to persuade our brothers who carry weapons to lay them down." Another recommended that USIP "hold this workshop for all political leaders in Darfur."

According to participants, the relationships and improved skills that resulted from these workshops have proven to be important in the overall peace process. In addition, representatives of some of the most prominent tribes in Darfur who attended the workshops collaborated to prevent Janjaweed attacks on the town of Gereida. The town is the site of repeated incidents of violence. The lessons learned during these workshops also helped set the foundation for long-term, ground-level peacebuilding in the "Darfur-Darfur Dialogue," as set out in the Darfur Peace Agreement.

These grassroots efforts are part of a larger Institute strategy that ultimately aims to strengthen civil society, engage religious leaders as peacemakers, and support policing and rule of law projects designed to bring stability to Sudan and the region.

"I hope to use the acquired skills in persuading our brothers who carry weapons to lay them down."

Tribal Leader and USIP Training Participant, Darfur



PREVENTING VIOLENT CONFLICT

PREVENTING CONFLICT ON THE KOREAN PENINSULA

After half a century of relative peace and stability, there are worrisome signs that the situation on the Korean peninsula could deteriorate precipitously. North Korea's nuclear and missile programs have become a serious threat to regional stability. Although a negotiated agreement is the preferred solution, this has so far proved elusive, prompting calls for coercive policies. Moreover, many doubt the sustainability of North Korea's political and economic systems, which may likewise threaten regional stability.

The Institute made a significant contribution to addressing these emerging challenges in 2004 when it developed a proposal for a comprehensive settlement of the Korean War. The Administration drew upon this work in formulating its position vis-à-vis ending the Korean War and its position on creating a "peace regime" for the Korean Peninsula. This became one of the declared goals of the September 2005 Joint Statement of Principles at the Six Party Talks. The Honorable Maurice Strong (Personal Envoy of UN Secretary General Kofi Annan), also publicly endorsed the USIP approach. USIP has subsequently been approached by and is working with the State Department to help assess a range of confidence-building measures that might facilitate a permanent peace regime.

The above success is the fruition of a longstanding commitment to addressing conflict on the Korean peninsula. Since 1993 the Institute has sponsored the Korea Working Group (KWG), a Washington-based forum for government and non-government experts interested in Korea. The KWG has become a premier resource for government officials who are seeking input from the policy community. Former Secretary of Defense and Special Envoy for North Korea William Perry used the KWG to help formulate U.S. policy options toward North Korea. Foreign Ministers Yoon and Moon, along with several recent ROK National Security Advisors have all engaged the KWG in private discussions. And a broad array of scholars, soldiers, researchers, and policy advisors have used the KWG as a source of consultation and insight.

PREVENTING CONFLICT IN SAUDI ARABIA

Violent conflict in Saudi Arabia could quickly destabilize the region, while concurrently affecting the global economy. Moreover, as the events of 9/11 demonstrated, Saudi Arabia is already a primary source for terrorist recruiting. Recognizing the need to promote peaceful democratic development in Saudi Arabia, the Institute has deployed a two-pronged strategy: promote religious tolerance and understand and mitigate the drivers of conflict.

UNDERSTANDING THE MOTIVATIONS OF POTENTIAL TERRORISTS

To better understand why young Saudis gravitate toward terrorism, USIP supported a comprehensive opinion survey in Saudi Arabia and Egypt. The survey explored the personal outlooks and aspirations of educated young people and began to identify factors in their environment that contribute to extremism and violence.

Institute staff, homeland security officials, counter-terrorism experts, and the U.S. Congress have all used the results of this project in their work. The survey was an important first step in addressing the origins of terrorism and in developing strategies to promote non-violent means of political expression in Saudi Arabia.

PROMOTING RELIGIOUS TOLERANCE

The Institute has also engaged in an array of projects to promote religious tolerance in Saudi Arabia. For example, USIP hosted five religious scholars from Saudi Arabia for a week of meetings and discussions. The highlight of the week was a day-long meeting of the Saudi scholars with ten influential American rabbis. The participants discussed many of the most sensitive subjects that divide Jews and conservative Middle East Muslims, including recognition of Israel, the relationship between religion and state, interpretations of jihad, and anti-Semitism. This type of one-on-one dialogue and relationship building is essential to reform and, ultimately, to long-term peace in the region. “The meeting was unprecedented in terms of an organized face to face between Saudi and Jewish intellectuals and clergy. It...led to a much broader understanding on both sides that ‘there is someone to talk to,’ always the first step in peacebuilding” (Dr. Marc Gopin, Director, Center for World Religions, Diplomacy and Conflict Resolution at the Institute for Conflict Analysis and Resolution, George Mason University).

The Institute also co-sponsored with the Center for the Study of Islam and Democracy a groundbreaking workshop in December 2005 titled *Islam, Governance, and Human Rights* at the King Faisal Center in Riyadh. The workshop promoted public discussion on the compatibility of Islam, democracy, and human rights. It also resulted in follow-up conferences, as well as workshops to educated political and religious leaders on democracy.

COUNTERING TERRORISM

The rise of religious extremism and the increase of political violence pose a significant and growing threat to national security and stability worldwide. While the world must continue to undermine the financial and organizational infrastructure of terrorist organizations, it must also understand and address the social origins of terrorism. USIP has taken an active role in understanding and countering the roots, as well as the branches, of terrorism.

BUILDING EFFECTIVE COUNTERTERRORISM STRATEGIES

Research on extremism, terrorism, and political violence has long been a priority at the Institute. In the 1990’s the Institute partnered with the Airey Neave Trust to support international research on political violence and terrorism. In the wake of 9/11 attacks, the Institute devoted special attention to understanding the sources of Islamist terrorism and to developing a comprehensive strategy for countering this threat. In recognition of its expertise in this area, the Institute was approached in 2003 by the National Security Council and asked to convene a series of working sessions to help develop a U.S. global counterterrorism strategy.

In 2005, the Institute also developed an innovative approach to countering Islamist militancy that draws on the principles and practices of epidemiology. This “counter-epidemic” approach has received considerable attention and support from those involved in the fight against terrorism.

CREATING THE JIHADI DIGITAL LIBRARY

Gathering and assessing source documents from al-Qaeda is important to understanding its organization, motivations, indoctrination, and training. But report



researchers and military analysts have been hindered by imperfect access to documents generated by al-Qaeda, particularly in the original Arabic.

Through a grant to the U.S. Military Academy, USIP supported the creation of a digitized, searchable collection of over four thousand pages of al-Qaeda manuscripts, including training manuals, fatwas, and other documents in the original Arabic and in English translation.

The Jihadi Digital Library, the database that resulted from this project, is one of the most complete collections of al-Qaeda materials available today. The Federal Bureau of Investigation, Central Intelligence Agency, Department of Defense, and National Counterterrorism Center have all requested and used materials and analysis from this database. The project has also provided translations, supporting materials, and analysis to five local police departments, including the New York Police Department (which, since 9/11, has become one of the leading counterterrorism agencies in the world).

REDUCING THE THREAT OF IMPROVISED NUCLEAR DEVICES

Since the Cold War ended, the United States has committed itself to working with the countries of the former Soviet Union to remove nuclear material from high-risk military sites in an effort to reduce the threat of terrorists acquiring nuclear materials to use in improvised nuclear devices. The removal process is extremely slow, however, and it will be many years before all the materials in a variety of sites are safely removed.

The Institute helped fund a project to develop a plan for the removal and repatriation of Soviet nuclear material from sites in Latvia, Belarus, and Ukraine. Building on a network of partners and contacts in the former Soviet states, project staff distributed the plan to U.S. government agencies, Congressional staff, and the International Atomic Energy Agency. The staff also conducted private discussions with top-level government officials in Latvia, Belarus, and Ukraine. The project has already yielded positive results—namely, the removal of 25 percent of Latvia’s highly enriched uranium.

FIGHTING TERROR ON THE INTERNET

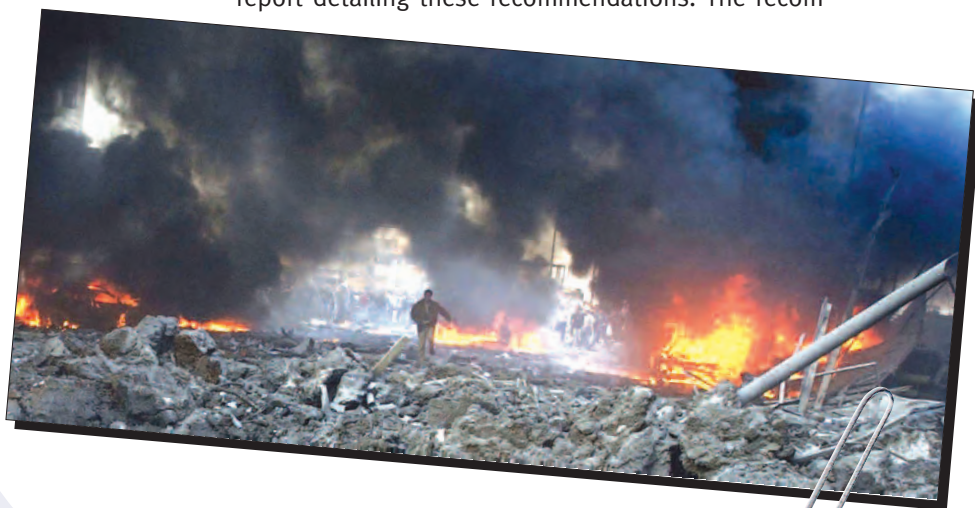
The Internet has become an essential tool for terrorists. Few Americans are aware of the variety of ways that terrorist organizations put the Internet to use. The problem has increased at an alarming rate. In 1998, after an exhaustive search of the web, Professor Gabriel Weimann, an Institute Senior Fellow, identified twelve websites terrorists use. By 2006, he had identified forty-eight thousand sites run by terrorist groups. “There is a real war going on in cyberspace but it is invisible to most of us,” explains Weimann.

Using data derived from an exhaustive eight-year study, Dr. Weimann noted how terrorists use the Internet on a daily basis to carry out their plans. He also addressed the threats to our civil liberties by government efforts to constrain cyber terror. His work, elaborated in the Institute-published book *Terror on the Internet*, has captured the attention of the U.S. State Department, the Pentagon, and Capitol Hill. It has also been positively reviewed in *The Economist* and *The New York Times*. Counterterrorism experts have not made much headway in countering this “dark side” of Internet technology, but the work of this USIP fellow is helping to address the gap.

ENHANCING THE WORK OF THE UN

The Institute supported an assessment of the work of the United Nations Counter-Terrorism Committee (CTC) that developed policy recommendations for enhancing UN counterterrorism efforts.

With USIP support, a task force of international experts working with the U.S. government, other UN Security Council member states, the UN Secretariat, and CTC staff developed a series of practical recommendations for improving counterterrorism efforts. The project resulted in an *Action Agenda for Enhancing the United Nations Program on Counter-Terrorism*, a report detailing these recommendations. The recom-



mendations (which include standards for assessing compliance with counterterrorism measures) are being used by UN officials and CTC member governments.

PREVENTING CONFLICT WITH IRAN

Iran has a robust cultural and intellectual history. But concerns about the stability of the country have continued to increase as concerns about human rights, religious extremism, and the acquisition of nuclear weapons have grown. Compounding these problems is the lack of formal diplomatic relations between the United States and Iran. In this context, extra-diplomatic efforts have taken on added importance. USIP has supported several important initiatives promoting Track II diplomacy between Iranians and Americans.

PROMOTING RELIGIOUS TOLERANCE AND HUMAN RIGHTS

In the April 2005, the Institute co-hosted an interfaith delegation of nine religious leaders from Iran to engage in forthright and productive discussions with American religious leaders and with members of Congress. The Institute also cosponsored a successful workshop in Tehran on democracy, Islam, and human rights in the Iranian context with the Center for the Study of Islam and Democracy. Through this workshop, American Muslims and their Iranian counterparts had the opportunity to discuss their interpretations on what Islamic texts say about these important issues.

FACILITATING DIALOGUE TO REDUCE NUCLEAR PROLIFERATION

Religious and cultural differences are not the only source of tension between Iran and the West. Iran's nuclear aspirations are also of great concern. To promote a peaceful resolution of this issue, USIP supported a Track II dialogue between representatives of Iran and the U.S. Departments of State and Energy (authorized to attend the meetings on a personal basis). The results of these discussions were shared with, and well received by, the departments of State, Energy, and Defense, the U.S. Congress, the International Atomic Energy Agency, and the UN Security Council.



PREVENTING CONFLICT IN THE MUSLIM WORLD

In addition to its work in countries such as Iran and Saudi Arabia, the Institute created a strategic initiative on preventing conflict in the Muslim world. Called the *Muslim World Initiative*, the effort focuses on three strategies:

- **Mobilizing moderates.** Over the past several years, USIP has supported a wide array of activities designed to help empower moderates in the Muslim world—those who advocate tolerance, human rights, and non-violent approaches to dealing with conflict.
- **Marginalizing militants.** USIP has also promoted efforts to isolate and reduce the influence of extremists, particularly those who advocate violence.
- **Bridging the divide.** To diminish the sources of mistrust and misunderstanding that harm relations between the United States and the Muslim World, the Institute has also engaged in a variety of “bridging the divide” projects in the United States and abroad.

The following are just a sample of projects conducted as part of the *Muslim World Initiative*:

ISLAMIC RENEWAL PROJECT

As part of its “mobilizing the moderates” strategy, the Institute launched the *Islamic Renewal Project* to broaden societal and government support for moderate Islam in the Muslim world. Through this project, USIP helped create a database of Islamic modernist networks across the globe, convened off-the-record discussion panels with moderate Islamists, and sponsored a series of regional workshops throughout the Muslim World. As a measure of its success, the project has caught the attention of senior officials in the Pentagon and the Department of State, major foreign policy journals, PBS, and the international media.

FIGHTING EXTREMISM

Concurrently, as part of its “marginalize the militants” strategy, USIP cosponsored a series of Track II dialogues with European Muslim communities to counter ideological extremism (several participants in the 9/11 terrorist attacks received training, indoctrination, and logistical support while members of Muslim communities in Europe). A variety of civic and educational projects resulted. The important role USIP has played engaging Muslim youth in Europe has been acknowledged during a congressional hearing, by the European media, and by Muslim organizations in the United States and abroad.

The Institute’s *US-Muslim World Advisory Committee* is an example of USIP’s important work “bridging the divide.” The Committee is comprised of a group of accomplished American Muslim scholars, religious figures, and grassroots organizations. (The Committee members include an Ayatollah, a Sunni Imam, a North Carolina Senator, a Saudi-American politician, secular and religious scholars, and representatives of the three largest Muslim organizations in the United States.) As an indication of its unique character and importance, the Committee has advised Karen Hughes, the Under Secretary of State for Public Diplomacy and Public Affairs, staff from the National Security Council, and Condoleezza Rice, the Secretary of State.

PROMOTING NON-VIOLENT ALTERNATIVES TO POLITICAL CHANGE

Films are an ideal medium for reaching large audiences with information on complex subjects. The Institute has been involved in several movie projects promoting non-violent approaches to resolving conflict, including

“This is one of those rare moments in time, when there is a powerful intersection between global events and the evolution of an organization. On the one hand, the rise of extremism, terrorism, and the proliferation of weapons of mass destruction are all very serious threats. On the other hand, the end of the cold war, emerging technologies, globalization—these trends have brought about real opportunities. People all over the world are making the journey toward freedom. Part of the Institute’s job is to help ensure that journey is a peaceful one.”

Patricia Powers Thomson, Vice President USIP

A Force More Powerful, which examines the context, strategies, and problems associated with non-violent resistance to repressive governments during the twentieth century, using a series of “case studies” on India, Chile, South Africa, Denmark, Poland, and the United States.

Initially aired nationally on PBS and rebroadcast locally around the country, the three-hour, two-part film has won numerous awards, including an Emmy nomination for Outstanding Historical Program and the Gold Hugo at the Chicago International Television Competition. The documentary has been translated into six languages and broadcast in some thirty countries. In response to hundreds of requests, the producer has supplied copies of the film to activists in more than sixty countries.

ASSESSING SANCTIONS AS A TOOL OF DIPLOMACY

Sanctions are often used to bring about change without resorting to violent intervention. Sometimes effective and frequently controversial, sanctions often have unintended negative consequences. In recent years, international attention has turned toward the use of targeted, “smart sanctions” that minimize unintended humanitarian consequences and focus coercive pressure on responsible decision-makers. USIP contributed to the understanding of such sanctions through a grant project to develop specific strategies for their design and implementation. The



study drew upon the experience of leading sanctions experts and resulted in important and influential publication on the emerging theory and practice of “smart sanctions.” According to Daniel Drezner of the University of Chicago, this book “will likely serve as the definitive resource on the subject of smart sanctions for some time.”

PREVENTING ETHNIC VIOLENCE

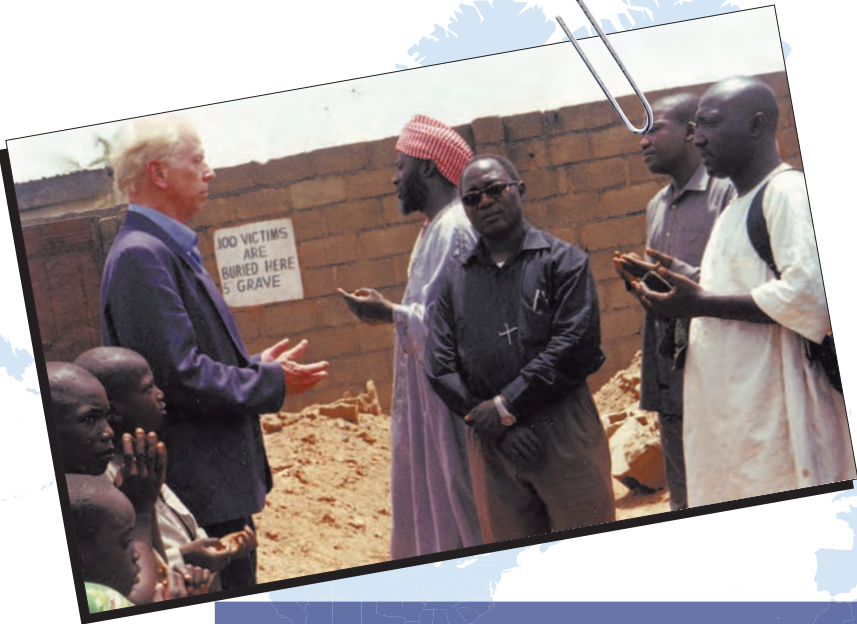
Ethnic riots have caused death and destruction in many societies around the world. For example, ethnic riots in India involving Muslims and Hindus have caused hundreds of thousands of deaths since the country established its independence in 1947.

Why do these riots occur in some urban settings in India and not in others, even when the cities being compared share similar ethnic composition and other features? A USIP-funded project to answer this question resulted in the groundbreaking book by Ashutosh Varshney called *Ethnic Conflict and Civil Life: Hindus and Muslims in India* (Yale University Press, 2002).

The publication reported that Indian communities where there is little interaction among different ethnic groups are the most likely to engage in ethnic violence. Somewhat less vulnerable are communities where different ethnic groups share the simple routines of neighborhood life. Communities least likely to suffer from ethnic violence are those in which active civic associations—ranging from film clubs to professional associations to political parties—provide the basis for sustained interchange across ethnic lines.

Often quoted by scholars, this book is one of most influential studies produced in the last ten years in the field of ethnic conflict. In 2003, it received the Gregory Lubbert Prize, the American Political Science Association’s highest award in the field of comparative politics. And practitioners working to promote ethnic peacebuilding have used the findings in this book to better understand the roots of ethnic conflict and the most effective means to peacefully manage it.

Ultimately, one of the best ways to prevent war is to build the capacity, resources, and tools necessary to deal with conflict non-violently. This is a fundamental element of the Institute’s mission and is discussed in more detail in the following section.



CREATING PEACEBUILDING CAPACITY, RESOURCES, AND TOOLS

Religious extremism, terrorism, the proliferation of weapons of mass destruction, and turmoil in weak or failed states pose significant challenges to peace and development throughout the world. Now more than ever, we need to develop tools to deal with conflict in non-violent ways.

Creating such tools is exactly what the Institute does. Research and development is a core part of its mission. The Institute has created an array of tools to establish the rule of law in societies emerging from conflict. It has developed analytical models designed to fight extremism and terrorism. It has developed tools to employ religion not as a source of conflict, but as a force in the cause of peace. It has designed online courses on conflict analysis and conflict negotiation that are reaching students across the world. Today, it is developing best-practice frameworks for conflict prevention, conflict mediation, and post-conflict peacebuilding—powerful tools that will guide training and planning, as well as help increase the likelihood of successful peacebuilding missions.

Described below are just a few examples of the tools, intellectual capital, and resources USIP helped create for use by the larger international affairs, defense, and peacebuilding communities.

USING RELIGION AS A TOOL FOR PEACE

While religion is often cited as a cause of conflict, the potential for engaging religious leaders as peacemakers has been largely neglected. To address this oversight, USIP has helped launch a new movement for religion-based peacemaking.

The Institute's Religion and Peacemaking Center of Innovation has helped strengthen the peacemaking capacity of religious leaders and faith-based organizations in many nations. Through research, technical assistance, Track II dialogues, and operational support, the program has played a significant role in promoting peace and in developing the peacebuilding field.

The Institute and its partners have worked “on the ground” in a dozen zones of conflict, including Iraq, Nigeria, Palestine, and the Balkans, consulting with locals, providing technical assistance, and supporting interfaith dialogues.

The Institute's successful fieldwork has been matched by its equally successful research and development efforts. Religion and peacemaking resources devel-

oped by the Institute generally fall into three categories: educational resources, resources for practitioners, and resources for policymakers.

EDUCATIONAL RESOURCES

The Institute has developed an array of teaching materials related to religion and peacemaking:

- **Using Islamic texts as tools of peace.** USIP recently helped develop curricular materials, based upon Islamic texts, for the ulema and madaris. These materials provide a contemporary interpretation of Islamic texts on peace, violence, interfaith relations, human rights, the status of women, and the environment. They have been “piloted” in Aceh, Indonesia, where the ulema have embraced them. When they have been translated, the materials will be shared with teachers in other countries, including India and Pakistan, where the ulema have expressed a great deal of interest in using them.
- **Fighting hate in Palestine.** The Institute also sponsored the publication and distribution of a Palestinian book entitled *An Anti-Hate Manual* to promote religious tolerance in Palestinian schools and the larger Palestinian community. Five thousand copies have been distributed to every school in the West Bank and many in Gaza.
- **Peacebuilding in Northern Ireland.** Recognizing the critical role of churches and faith-based institutions in Northern Ireland, as well as the role of religion as a historic source of conflict in that region, USIP supported a training program for clergy and lay members of churches.

The training, conducted through a partnership with Mediation Northern Ireland, was very successful and its legacy continues today—several major churches have established peacebuilding programs. In addition, many of the original training participants have applied the skills they acquired to the new set of sectarian tensions facing Northern Ireland as a result of a growing Muslim population. And in 2005, Mediation Northern Ireland brought together approximately three hundred people to discuss the challenges of divided societies. This convention included many of the original project participants, as well as representatives of Judaism and Islam.

SAMPLE OF USIP PUBLICATIONS ON RELIGION & PEACEMAKING

- *The Diversity of Muslims in the United States: Views as Americans*, February 2006
- *Applying Islamic Principles in the Twenty-first Century: Nigeria, Iran, and Indonesia*, September 2005
- *Teaching about the Religious Other*, July 2005
- *Ijtihad: Reinterpreting Islamic Principles for the Twenty-first Century*, August 2004
- *What Works? Evaluating Interfaith Dialogue Programs*, July 2004
- *Islamist Politics in Iraq after Saddam Hussein*, August 2003
- *Can Faith-Based NGOs Advance Interfaith Reconciliation? The Case of Bosnia and Herzegovina*, March 2003
- *Building Interreligious Trust in a Climate of Fear: An Abrahamic Dialogue*, February 2003
- *Would an Invasion of Iraq Be a “Just War”?* January 2003
- *Islam and Democracy*, September 2002
- *Islamic Perspectives on Peace and Violence*, February 2002
- *Faith-Based NGOs and International Peacebuilding*, October 2001
- *Catholic Contributions to International Peace*, August 2001
- *Religious Contributions to Peacemaking: When Religion Brings Peace, Not War*, January 2006
- *Healing the Holy Land: Interreligious Peacebuilding in Israel/Palestine*, August 2003
- *The Chaplain's Evolving Role in Peace and Humanitarian Relief Operations*, July 2002
- *Interfaith Dialogue and Peacebuilding*, June 2002
- *Religious Perspectives on War: Christian, Muslim, and Jewish Attitudes Toward Force*, July 2002
- *Perspectives on Pacifism: Christian, Jewish, and Muslim Views on Nonviolence and International Conflict*, March 1995

As a result of the success of this project, the city council of Burnley, an industrial city in Northwest England, asked Mediation Northern Ireland to assist in promoting interfaith dialogues following sectarian riots among the large Muslim population of the city.

- **Teaching Islam in the Middle East.** In the wake of the 9/11 terrorist attacks, many have expressed concerns about the ways Muslims learn about their own religion and what they are taught in schools about other religions. The Institute sponsored a project that examined texts used to teach religion in eleven Middle Eastern countries and explored how the teaching of religion using state-sanctioned textbooks affects the formation of national and religious identity.

The project served as the basis for a book, and the results have informed work at the Council on Foreign Relations, the Central Intelligence Agency, the Institute of National Strategic Studies at the National Defense University, the Middle East Studies Association, and numerous universities.

- **Promoting religious tolerance in Bulgaria.** During fifty years of communist rule, Bulgaria, like most other former Soviet states, had no mainstream religious instruction. Dominated by the Eastern Orthodox Church and the Islamic community, the teaching of religion has tended to be ethnocentric and dogmatic, contributing to social divides in Bulgarian society.

USIP sponsored an education initiative to introduce interreligious understanding and tolerance into the teaching of religion in Bulgaria. The initiative focused on in-service training programs and on training student-teachers. It produced two versions of a reader and a teaching module on religious tolerance now being used by Sofia University's Faculty of Theology, and the Higher Islamic Institute.

RESOURCES FOR CLERGY AND PRACTITIONERS

The Institute has prepared and distributed a variety of important resources designed to help clergy and practitioners be successful peacemakers. Some of the projects undertaken by the Institute are described below.



- **Publishing groundbreaking work.** USIP staff wrote and produced:
 - The first book on interfaith dialogue and peace-building
 - The first publication on how to evaluate the impact of interfaith dialogue in zones of religious conflict
 - The first comprehensive report on interfaith peacemaking in Israel and Palestine
 - The first book on interfaith dialogue in the Middle East, covering Egypt, Lebanon, Jordan, and Israel
- **Pursuing contemporary interpretations of Islam.** USIP also prepared an important and influential Special Report on contemporary reinterpretation of Islamic principles (*Ijtihad: Reinterpreting Islamic Principles for the Twenty-first Century*). It has been widely read and used by Muslim intellectuals both in the United States and internationally. Radwan Masmoudi, President of the Center for the Study of Islam and Democracy, described the work as “a very important first step in the long and much needed effort to develop a modern interpretation of Islam for the twenty-first century.” To date, the Institute has distributed some nine thousand copies of the English version and fifteen hundred copies of the Arabic translation.
- **Supporting clergy in Guatemala.** Churches and other religious organizations played an important role in the Guatemalan peace process that led to the 1996 Peace Accords. USIP sponsored the development of a video and printed study guide that

documents this important case study. The video and guide (*Precarious Peace: Religion and Peacemaking in Guatemala*) have been widely disseminated among faith-based organizations, secular universities, and NGOs in the United States and abroad. The editor of *Image: Journal of Religion and the Arts* called the video “a masterpiece of documentary filmmaking,” and a moderator with Presbyterian Church (USA) stated: “I have rarely seen a resource that so effectively explores the critical issues of faith and violence that touch all of us.”

- **Ending religiously motivated violence.** USIP partnered with the United Religions Initiative (URI) to end religiously motivated violence through grassroots programs. The initiative involves thousands of individuals in over sixty countries representing more than one hundred faith traditions. It is designed to promote “enduring, daily interfaith cooperation, to end religiously motivated violence, and to create cultures of peace. . . .”

The training USIP supported has had a significant multiplier effect—450 additional people worldwide have been trained in interfaith peacebuilding. And a more extensive training program has been created to train interfaith teams working on conflicts in south India, the Philippines, Ethiopia, and Uganda.

RESOURCES FOR POLICYMAKERS

Over the course of the last decade, USIP’s Religion & Peacemaking staff regularly consulted with and supported policymakers on issues related to religion and conflict. In addition, the Institute conducted a variety of pragmatic research and analytical projects in support of policymaking, including an important study of American Muslim organizations and their perspectives on terrorism, and a groundbreaking assessment on the effectiveness of faith-based organizations as international peacemakers.

The United Nations is increasing its efforts around interfaith dialogue and a substantial amount of its thinking, concepts, evaluation methodology, and case studies draw from USIP’s work.

As another example, USIP supported the development of a set of practical guidelines for policymakers in situations where spiritual considerations can play a positive role in peacemaking. In partnership with the Center for Strategic and International Studies, this work examined the role of religion as a transnational phenomenon that can complement formal conflict resolution efforts.

USIP sponsored training for Marites Guingona-Africa, a regional coordinator for the United Religions Initiative peace network in Southeast Asia. Ms. Guingona-Africa continues to apply the conflict transformation skills she acquired to conflict management in Manila. In fall, 2005, parts of Metro Manila—an urban community beset by poverty and violence—were on the verge of clan war until her Peacemakers Circle stepped in (at the community’s request) and helped negotiate a cease-fire between rival Muslim religious leaders.

This pioneering project was one of the first initiatives to consider religion from the perspective of contemporary conflict. It eventually led to the publication of an edited volume, *Religion: The Missing Dimension of Statecraft* (New York: Oxford University Press, 1994), edited by Douglas Johnston and Cynthia Sampson. The book has received widespread acclaim in numerous journals and publications, including *Foreign Affairs* and *The Financial Times* of London.

In 1999, *Sapio* (a leading Japanese newsweekly) cited this work as one of the ten most important books to read to prepare for the twenty-first century. The book is now used at the U.S. Foreign Service Institute, in numerous colleges, universities, and seminaries around the world, as well as for all Navy chaplains.

BUILDING THE CAPACITY TO REBUILD

Following the end of the Cold War, long-repressed conflicts spiraled into violence. Peacekeepers deployed in an effort to establish peace were often ill-prepared to rebuild nations. This lack of peacebuilding capability weighed heavily on world capitals as they launched “peace” operations at the rate of one every eighteen months throughout the 1990’s and into the twenty-first century. USIP recognized that new institutions, doctrine, and training were needed, and that nations must wage peace as well as they wage war. The following projects resulted.

INCREASING CIVILIAN LEADERSHIP

The U.S. military had been involved in stabilization operations almost every year since the end of the Cold War. However, there was no corresponding civilian agency to coordinate efforts in societies emerging

from conflict. In the words of one official, “It’s like sending police to guard a ruined neighborhood, but not sending the carpenters and the electricians and the plumbers to help residents rebuild it.”

The Institute was asked to study this problem and develop recommendations. In September 2003, after conducting extensive research, fact-finding, interviews, and benchmarking, USIP delivered a detailed plan for an organization within the State Department to coordinate the efforts of over a dozen agencies, as well as work closely with the military and indigenous populations to help stabilize failed and weak states. Eight months later, the White House announced the establishment of the Office of the Coordinator for Reconstruction and Stabilization at the Department of State.

IDENTIFYING EFFECTIVE PRACTICES

Working on a parallel track, the Institute began to identify “lessons learned” in reconstruction and stabilization operations, with an eye toward avoiding mistakes that could cost lives and waste resources. It soon realized that while soldiers returning from deployment were routinely interviewed to learn from their experiences, no one sought out returning civilians who had played critical roles helping write constitutions, policing streets, and creating institutions of government. In the words of an involved expert, “A lot of wheels [were] being reinvented.”

To help mitigate this problem, USIP established its *Lessons Learned* program. It began by gathering and distributing insights from the U.S. civilians who first served in Iraq following the fall of Saddam Hussein. Next, the Institute gathered lessons from more than fifty civilians serving in Provincial Reconstruction Teams throughout Afghanistan. Currently, the Institute is recording the experiences of civilians who negotiated the complex peace agreement in Sudan.

In a companion project called *Filling the Gaps*, USIP solicited retrospective data from those who worked in zones of conflict over the past fifteen years. The Institute began this effort by creating Working Groups of people who were deployed in places like Afghanistan, Bosnia, East Timor, Kosovo, Haiti, Rwanda, and Liberia. Institute staff asked these experts what actions were essential to stabilizing and reconstructing societies emerging from conflict, and then began to identify effective practices and “how to’s.” Working Groups on *Transitional Governance*, *Natural Resources*, *Measuring Progress*, the *Role of*

Women, and *Memorialization & Transitional Justice* have completed their work. And a second wave of groups are working on economic development, development of a civilian reserve force, civil-military relations, strategic communications, successor generations, and security sector reform. *Filling the Gaps* recommendations are already being used by the U.S. Department of State and the British Department for International Development as they train and deploy civilians across the globe.

STRENGTHENING CIVIL-MILITARY RELATIONS

The dramatic increase in complex peace and humanitarian operations has posed major coordination, political, and ethical challenges for the military and non-governmental organizations. Both groups recognize the important roles played by the other. But both also understand that when non-governmental organizations are seen as affiliated with the military, there is a very real danger that their staff will become targets.

USIP has played an important leadership role in strengthening civil-military relations. Examples of its work include:

DEVELOPING “RULES OF THE ROAD”

USIP, working with the U.S. Department of State, sponsored a series of working sessions with senior Department of Defense officials, military officers, and InterAction (a coordinating body for U.S. humanitarian assistance organizations). The guidelines created during these working sessions represent a major development in civil-military relations. They are currently under review at every U.S. regional military command and at major U.S. humanitarian organizations operating around the world. Once finalized, these “rules of the road” will be integrated with guidelines used by international organizations like the UN and military forces of other nations.

Moving forward, this project, entitled *Civil-Military Relations in Non-Permissive Environments*, will turn to the challenge of improving how soldiers and humanitarian workers are trained and educated about each other’s roles.

MOHONK CRITERIA

USIP also supported a task force to develop ethical and legal criteria on the use of force in the delivery of

humanitarian assistance. Composed of leading practitioners and experts in the fields of humanitarian relief, ethics, law, and military affairs, the task force produced a study and consensus report “The Mohonk Criteria for Humanitarian Assistance in Complex Emergencies” which it distributed to the missions of all UN member states, leading governmental and non-governmental relief agencies, military attaches of governments involved in peacekeeping operations, and academic institutions.

Ultimately, this effort resulted in the *Mohonk Criteria*, named after the center where the criteria were developed. These influential principles have formed the foundation for an evolving set of standards for civilian and military organizations involved in humanitarian interventions.

IMPROVING HUMANITARIAN ASSISTANCE

To improve the delivery of humanitarian aid during conflict, USIP supported a CARE project to develop a manual to help humanitarian assistance organizations assess the benefits and dangers of their work. The end product was a groundbreaking set of principles and best practices (incorporated into a “train-the-trainers” manual) that humanitarian assistance organizations worldwide have adopted.

The principles developed by CARE have also influenced the creation of the first-ever international code-of-conduct called the “Humanitarian Charter and Minimum Standards in Disaster Response” (sometimes called the “Sphere Project”). This code is now recognized by four hundred organizations representing eighty countries.



ENCOURAGING COOPERATION

Emergency operations bring together many institutions that have not previously worked together on the ground, including the UN and other intergovernmental organizations (IGOs), non-governmental organizations (NGOs), and the military. Their mutual unfamiliarity—and at times distrust—can cause an operation to falter and sometimes to fail. In order to promote cooperation among these diverse institutions, the Institute partnered with the U.S. Army to develop a *Guide to IGOs, NGOs, and the Military in Peace and Relief Operations*. This handbook has become required pre-deployment and on-the-ground reading for many. As noted by *Parameters*, the quarterly of the U.S. Army War College, this guide “is a well-organized, concise handbook that . . . is well worth taking along. . . . [It] is a practical volume for the practitioner that keeps pace with many of the relevant issues, addresses management of the difficulties, and focuses on the crucial issues of cooperation and communication in peacekeeping operations.”

POLICING IN THE AFTERMATH OF VIOLENT CONFLICT

Establishing a safe environment and the rule of law are essential building blocks to peace in states emerging from conflict. Consequently, the Institute has invested significantly in these areas, and, as summarized below, the results have been notable.

CENTER OF EXCELLENCE FOR STABILITY POLICE UNITS

The need to combat lawlessness, revenge killings, and major civil disturbances is the first order of business in most post-conflict operations. In the 1990s, it became apparent that using rapidly deployable police units was an effective way to restore order. Since the initial deployment by NATO of stability police units (SPUs) in Bosnia, demand for this heavy-duty policing capability has expanded. This growth has been most dramatic in UN missions (more than half of UN Police are deployed as members of these units).

Because of the expanding role that SPUs play in international peace missions, their availability has not kept up with demand. In June 2003, the National Security Council asked USIP to develop a concept for increasing international capacity. Several months later, the Institute recommended a Center of Excellence for Stability Police Units (CoESPU). Its recommendations were further refined during a workshop involving the primary SPU-providing countries, conducted in concert with the State Department.

In December 2005, the first class graduated from CoESPU. Twenty-nine senior officers from Jordan, India, Kenya, Morocco, and Senegal completed the first High-Level Course. This was followed in March 2006 by graduation of ninety-eight company-grade officers and NCOs.

The U.S. government gained approval for the idea at the June 2004 G8 Summit, and in March 2005, leveraging the expertise of the Italian Carabinieri, the Center of Excellence for Stability Police Units (CoESPU) was established in Vicenza, Italy.

CoESPU is now up and running and offering general training courses. It is also developing common doctrine and operational standards for Carabinieri/gendarme-like forces in peace support operations. In addition, the UN Department of Peacekeeping Operations has teamed with CoESPU to conduct a Command Development Seminar for its Formed Police Unit commanders and their police commissioners. The first seminar was held in early 2006 for twenty-five current FPU commanders.

ESTABLISHING THE RULE OF LAW

Research clearly suggests that societies governed by the rule of law are less likely to be international aggressors and more likely to contribute to international peace. Since its inception, the Institute has devoted increasing attention to the intersection of peace and the rule of law. Its Rule of Law Center of Innovation is one of the preeminent organizations

working in this arena. Below are descriptions of some of its projects.

CONSTITUTION-MAKING

Often one of the first tasks in countries recovering from civil war, oppression, or political crisis is to draft a new constitution. The constitution reflects the vision of a new society, defines the fundamental principles under which the country will be reorganized, and distributes power between factions, regions, and institutions. The drafting process itself can play an important role in the consolidation of peace.

Until now, little work has been done to explore how the process of creating a constitution can be a vehicle for national dialogue and the consolidation of peace. To fill this gap, the Institute created the *Project on Constitution-Making, Peace-Building, and National Reconciliation*. Conducted in partnership with the United Nations Development Program, a broad-based interdisciplinary working group has guided the project's work.

As part of this effort, project staff evaluated the constitution-making efforts of eighteen countries around the world, from Albania to Eritrea to South Africa. Building on the substantial lessons learned from this assessment, USIP is developing new methodologies and tools—including a practical manual on constitution-making, a web-based clearinghouse of resources, and a network of experts worldwide.

The work of the Institute has already helped change the way that groups in post-conflict reconstruction think about constitution-making. Institute staff has successfully assisted the constitution-making process in a range of countries, including Rwanda, the Democratic Republic of Congo, and Iraq. Most importantly, the Institute's efforts will increase the likelihood of success for future societies engaged in crafting constitutions in fragile states and in countries emerging from conflict.

DEALING WITH THE LEGACY OF PAST ABUSES

The legacy of past abuses often weighs heavily on nations moving from repressive regimes to democratic societies or from war to peace. How can an emerging democracy peacefully integrate the abusers and the victims of a former regime? What options exist to achieve justice and social renewal?



The answers to these and other difficult questions can often have profound political, legal, and economic consequences. While the answers must be tailored to the particular situation of each nation, the experiences and approaches of other societies, which have confronted the dilemma of what is known as “transitional justice,” can provide valuable insights.

The Institute has been a leader in shaping the field of transitional justice. It developed and published a three-volume collection on transitional justice which reviewers have described as “unparalleled,” and a defining work that will be “a guidepost in the field for years.”

The collection has quickly become an essential tool for those working to establish the rule of law. It has been used in the design of truth commissions, war crimes trials, and compensation and vetting programs from Guatemala to Sri Lanka. In South Africa, it was a key resource used by officials developing the truth and reconciliation commission and was praised by President Nelson Mandela. It has also been used in over fifty universities and training programs around the globe.

But the transitional justice work of the Institute goes well beyond developing tools and intellectual capital. Through direct technical assistance and more than \$1.6 million in grants, USIP staff have helped government and civil society leaders in Iraq, East Timor, Rwanda, Burma, and seventeen other nations navigate their own transitions. For example, within a few weeks of the Rwandan genocide, USIP organized the first major meeting to bring together senior Rwandan, U.S., and international officials and experts to examine how to deal with the aftermath. Many of the proposals from the meeting were incorporated into a UN Security Council Resolution. At the request of the Rwandan government, Institute experts also played a key advisory role in the development, drafting, and early implementation of Rwanda’s genocide law. Working under the new law, the Rwandan government processed over seven thousand genocide cases—a record number.

CREATING MODEL CRIMINAL CODES

A fair and effective criminal law framework is essential to long-term peace and development. But when old regimes are displaced, there is often confusion about applicable law. Pre-existing laws sometimes violate basic international norms, are viewed as illegitimate by the local population, or are simply silent



on how to deal with new criminal activities. A high-level UN panel on the future of peace operations noted that such legal uncertainty delayed restoration of law and order for many months in places like Kosovo and East Timor. The panel called for the development of model criminal codes for use in such environments.

The Institute responded by creating a project on model criminal codes. Led by USIP, in cooperation with the Irish Centre for Human Rights and two UN bodies, the project resulted in a package of model codes, including a model criminal code, code of criminal procedure, model laws on police and prisons, commentary on the practical experience of many countries in transition, and a user’s guide with methodology for conducting post-conflict law reform.

Several countries, including Liberia and Afghanistan, have requested the model codes as a critical reference tool for law reform. And the UN has asked the Institute to design programs to train those deployed in future peace operations on how to use the codes. The model codes package is building the capacity of societies emerging from conflict to move more quickly toward better and safer lives for millions of people.

CONFRONTING SERIOUS CRIMES IN POST-CONFLICT SOCIETIES

The absence of rule of law creates fertile ground for serious criminal activity (terrorism, trafficking, money laundering, and other forms of organized crime). Most experts have assumed that these problems can be resolved late in the post-conflict phase, after strong local judiciaries and related institutions have been developed. However, by then, organized crime networks have become more deeply entrenched in the government and in the economy, and are more difficult to combat.

To address this problem, the Institute organized a team of more than forty experts over a two-year peri-

od. Members of the team included legal experts, judges, prosecutors, defense lawyers, military and police, intelligence, and prison personnel; all with firsthand field experience on the issue. Together, they developed a handbook on combating serious crimes in post-conflict societies. The handbook, with practical examples and information from numerous post-conflict cases, is an important reference tool for policymakers and practitioners.

The Institute is also providing technical guidance on serious crimes. Together, the handbook and accompanying assistance are strengthening the capacity of fragile societies to combat crime.

BUILDING A BEST PRACTICES COMMUNITY

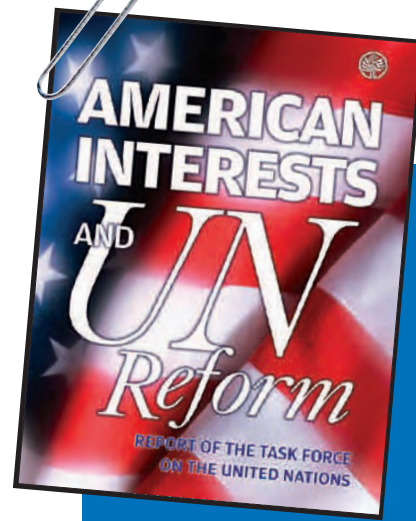
Given the ad hoc and urgent nature of post-conflict rule of law activities, practitioners often work in isolation, without access to outside expertise and the lessons of past experiences.

The Institute created an Internet-based knowledge network—*The International Network to Promote the Rule of Law (INPROL)*—that provides practitioners access to experienced colleagues, as well as relevant documents and materials to support their work. A facilitated discussion forum provides a network for members to ask and answer questions and to share important developments in the field. The discussions are archived and consolidated into a searchable body of knowledge. A resource library provides access to primary documents including laws, regulations and program plans, as well as handbooks, tools, training materials, and annotated links to other available resources.

INPROL will significantly enhance the effectiveness of rule of law assistance in fragile states worldwide by turning “lessons learned” into “lessons applied.”

“From model codes to constitution-making to war crimes, the Institute—by combining innovative research, policy guidance, and the development of practical tools—is changing the way fragile societies and international practitioners build the rule of law.”

Professor William A. Schabas
Director, Irish Centre for Human Rights



“I want to thank . . . the staff from the U.S. Institute of Peace for the exceptional work that they have done on behalf of this task force and the nation.”

Congressman Frank Wolf

REFORMING THE UNITED NATIONS

In December 2004, Congress asked the Institute to create a *Task Force on the United Nations* to assess the extent to which the UN is fulfilling the purposes stated in its Charter, and to recommend an actionable agenda for the United States vis-à-vis the UN. In response, the Institute convened a diverse and bipartisan group of distinguished Americans from a variety of professions and backgrounds, under the leadership of co-chairs Newt Gingrich, former Speaker of the House of Representatives, and George Mitchell, former majority leader of the Senate.

The task force organized its work in five thematic areas:

- Preventing and ending conflicts and building stable societies
- Preventing and responding to genocide and gross human rights violations
- Preventing catastrophic terrorism and the proliferation of weapons of mass destruction
- Ensuring the effectiveness, integrity, transparency, and accountability of the UN system
- Fostering economic development and reducing poverty

In addition to conducting extensive research and taking testimony, the task force undertook fact-finding missions to the UN headquarters and to missions in the field. The resulting report and its recommendations were favorably received by Congress, the Administration, other governments, and in the United Nations itself. As Congressman Wolf, the primary sponsor of the effort, noted at a hearing he convened, “if you really want to save the United Nations, I think the adoption of [this] report...would quite frankly do it.”

DOCUMENTING ATROCITIES

Societies recovering from violent conflict have a duty to understand the past so that future generations may benefit from this knowledge. Documenting the past can serve multiple purposes—to collect evidence for the operation of truth commissions and legal tribunals, to develop educational materials for school children and the broader public, and to remember and honor both the dead and survivors through historical sites, museums, and memorials.

To provide bridges to the past, USIP supported the formation of a “documentation affinity group,” composed of five documentation centers located in Serbia, Guatemala, Cambodia, Iraq, and Burma (on the Thai border, since Burma is still operating under a military dictatorship).

The work of this group is having a direct impact. It successfully sponsored the first-ever meeting of Iraqi groups holding millions of Baath-era documents. The group is also participating in a newly-formed International Advisory Board supporting the Guatemalan government in its efforts to organize millions of recently discovered documents relating to the victims of that country’s civil war.

DISTANCE TRAINING

The Internet makes it possible to disseminate vital peacebuilding skills to anyone who has a computer. To take advantage of this technology, USIP has developed robust distance learning capabilities.

“The course [uses] a host of visual aids, which tremendously facilitate understanding. It also illustrates how different phases of conflict relate to one another and shows the appropriate kinds of third-party intervention. I found the method of training very useful and I benefited very much from it. Please continue with the good job. I wish you success in your efforts towards serving humanity.”

Peacekeeping Officer, African Union Mission,
Darfur, Sudan

“I thoroughly enjoyed this EXCEPTIONAL course [in conflict analysis], found it quite easy to use, and most importantly, quite instructive. The fact that I’m a U.S. naval officer currently underway aboard an aircraft carrier in the middle of the Pacific Ocean should say quite a bit about the facility of your excellent program, and to use such an online tool of remarkable quality was an amazing experience regardless of location. Thank you sincerely for the opportunity to do so.”

Naval Officer, USS KITTY HAWK

The Institute had an excellent early success with *The Iraq Experience*. This DVD reached thousands of military and civilian personnel assigned to Iraq, and won several industry awards in recognition of its educational value.

The Institute’s next distance-learning product was an online *Certificate Course in Conflict Analysis*. This course is now used in countries all over the world, and the response has been extremely positive. Along with thousands of individual users, well-respected institutions, including the U.S. Military Academy at West Point, Bryn Mawr College, and the University of Warsaw, have incorporated the course into their programs.

The course has also struck a powerful chord at the local level. Under Institute supervision, several grass-roots NGOs have built their own training around the materials. For example, faced with limited Internet access, a small NGO in The Gambia printed the course, copied it, and used it to develop a program for local practitioners. The practitioners then took the online exam at a local Internet café.

The Institute also developed a successful online course to train Americans for service with the Organization for Security and Cooperation in Europe and its Rapid Expert Assistance and Cooperation Teams—teams that respond promptly to potential outbreaks of conflict throughout Europe and Eurasia. Funded by the U.S. Department of State, the course has met the nation’s commitment to provide pre-mission training to over a thousand practitioners in advance of rapid deployment assignments.

Moving forward, USIP will continue to increase its inventory of online courses. Currently under development are courses on conflict handling skills (e.g., negotiation, mediation, and cross-cultural communication), as well as a peacemaking course for clergy and religious leaders and specialized courses on the rule of law. The Institute is also beginning to translate online training, starting with its *Certificate Course in Conflict Analysis*, which is now available in Arabic.

CREATING ESSENTIAL NEGOTIATING AND MEDIATING TOOLS

NEGOTIATING TOOLS

Over the last decade, USIP has become a leading source of information on how culture influences national negotiating behavior. A series of critically acclaimed books have been published by the Institute on French, Russian, German, North Korean, Chinese, Japanese, Israeli, Palestinian, and most recently, Indian negotiating styles. Numerous experts have attested to the value of these resources. In their own words:

- **French Negotiating Behavior.** This “book is profoundly useful. No American diplomat or official should henceforth be allowed to set foot on the European continent without having read, swallowed, and inwardly digested Cogan's book. [It is] a treasure . . . a real discovery, a gem of a book.” (Martin Walker, *The National Interest*)
- **How Germans Negotiate.** “[It is] an excellent starting point for international businesses, governmental conferencing, diplomatic negotiators, and anyone else seeking to deal with Germany.” (*Midwest Book Review*)



- **Negotiating on the Edge (North Korea).** “[It is] an indispensable manual for those who have the tough luck of negotiating with North Koreans.” (A former South Korean cabinet minister in the *Cleveland Plain Dealer*)
- **Chinese Negotiating Behavior.** “Essential reading for diplomats, trade negotiators, policymakers, business leaders, political science students, and anyone else with an interest in Chinese-American relationships.” (*Midwest Book Review*)
- **Japanese Negotiating Behavior.** “[A] welcome addition to this excellent series of studies.” (*Journal of Contemporary Japanese Studies*)
- **Russian Negotiating Behavior.** “There is much here that will be useful to students, diplomats, and entrepreneurs.” (Ryan Hendrickson, *Diplomacy and Statecraft*)
- **How Israelis and Palestinians Negotiate.** “Lucidly written, the book is a must for those interested in conflict resolution in the Middle East.” (*Perspectives on Political Science*)

In addition to serving as important references for the field, these volumes are being incorporated into the Institute’s training on negotiating skills.

MEDIATING TOOLS

The Institute has also developed a series of books on mediation, combining the best academic thinking on the topic with hard-won lessons from the direct experiences of practitioners. These books have been endorsed by top-level policymakers, as well as serious scholars in the field:

- **Herding Cats: Multiparty Mediation in a Complex World.** “An invaluable resource for anyone seeking to grasp what makes for successful mediation and conflict management in an increasingly unmanageable world.” (Kofi Annan, UN Secretary General)
- **Taming Intractable Conflicts: Mediation in the Hardest Cases.** “An excellent—indeed pathbreaking—contribution to the understanding of conflict resolution and mediation. It is the perfect book for diplomatic practitioners, international organizations, postgraduate students, and the foreign-policy establishment in think tanks and the media.” (Jan Eliasson, Foreign Minister of Sweden and former Swedish Ambassador to the U.S.)

- **Grasping the Nettle: Analyzing Cases of Intractable Conflict.** “This book has broad appeal, and offers something for everyone—practical lessons for mediators, analytical lessons for students and scholars of the discipline, and up-to-date analysis of some of the world’s most enduring conflicts.”
(*The Ethnic Conflict Research Digest*, February 2006)

The best of this knowledge, in concert with additional resources in USIP’s robust portfolio on mediation, is currently being gathered into a forthcoming website and handbook for mediators.

BUILDING THE FIELD OF INTERNATIONAL CONFLICT MANAGEMENT

The above pages describe the broad array of peacebuilding tools that the Institute has developed over the years. But the most important assets in preventing and managing violent conflict are the individuals who wage peace.

Resolving conflicts peacefully has been a human aspiration throughout history, but it is a relatively new area of systematic study. For the most part, the skills required for this complex and delicate work have not been taught in traditional academic or professional settings.

One of the Institute’s greatest accomplishments is the contribution it has made to seeding and growing the field of international conflict management, both intellectually and institutionally. As detailed below, its work has centered on four focal points: programs for high-school and post-secondary students, practitioner training, research, and investments in local organizations.

TRANSFORMING CURRICULA FOR HIGH SCHOOL AND POST-SECONDARY STUDENTS

Through its programs and written materials, the Institute reaches approximately twenty-three thousand students and teachers in the United States and abroad every year. It has reached over four thousand high school teachers and college and university faculty through intensive courses on conflict and peace-making. This exposure, in turn, has resulted in new courses all over the country, as well as in the Balkans, Israel, Palestine, and Iraq.

In the nineteen years that the Institute has run the National Peace Essay Contest, approximately seventy-

“I came to...USIP hoping to find the examples and tools to demonstrate to students that there are viable alternatives to war being used by people all over the world . . . This is a tall order for one week: I was not disappointed. Now that I have nearly completed a full school year, the impact of my time spent at USIP is clear. The work and studies of the summer have been incorporated in almost all my courses reaching students in grades 7-12.”

Teacher and USIP Seminar Participant

five thousand students have written essays on topics ranging from methods of conflict prevention to nuclear proliferation. A corresponding number of parents have been involved, and over six thousand teachers have participated as coordinators or judges.

The Institute has also strengthened peacebuilding education by investing in local organizations and NGOs. In fact, in the last four years, USIP-funded projects have educated over one hundred thousand teachers, students, and practitioners worldwide.

In sum, the Institute has helped well over half a million students and educators learn how to prevent and resolve violent conflicts. Through its efforts, students in every state have been introduced to the peacebuilding tools and accumulated wisdom of the Institute. USIP has helped increase awareness and understanding, influenced career choices, and helped students develop the theory and the skills required to become effective practitioners. Ultimately, as the passages below illustrate, the Institute has helped students make powerful transformations in both thinking and practice:

- “This [high school peace essay] contest has changed my life . . . in innumerable ways . . . the political debates and the internationalist spectrum of the program did more to encourage my dreams than any other event in my life.”
- “The simulation was a great learning experience for everyone involved, including those who had participated in previous simulations. I, personally, acquired a much deeper appreciation of negotiation techniques and the reality of the obstacles,

distraction, and personal involvement entailed in peace negotiations.”

- “I continue to tell both my colleagues and my students that [USIP’s Summer Institute] was one of the most memorable events [of my professional career]. I took back to my rural public school, and subsequently to the urban private school for which I began working, an enormous respect for USIP and its work.”

In addition to directly providing high school and university programs, the Institute has been the preeminent provider of quality teaching and curricular materials —materials that have changed the way international relations and conflict management are taught in post-secondary schools. USIP Press has published more than one hundred books on these subjects.

In fact, Institute books on managing international conflict have served as the foundation for hundreds of undergraduate and graduate courses in the United States and other countries—including Egypt, Israel, India, and Northern Ireland. These books provide an excellent example of the Institute’s ability to bridge the gap between academic and policymaking worlds, bringing a diverse array of voices to bear, including the perspectives of government policymakers, practitioners, and scholars.

TRAINING PRACTITIONERS

USIP is one of the first organizations to provide conflict management training to practitioners who work in zones of conflict around the world. Local and national government officials, diplomats, development and humanitarian aid workers, military personnel, and members of the private sector have benefited from Institute training. The U.S. Departments of State and Defense, the Inter-American Defense College, the United Nations, the Organization of American States, and the Organization for Security and Cooperation in Europe are just some of the many influential and prestigious organizations that have turned to the Institute for training support.

Each year some fifteen hundred practitioners participate in the Institute’s traditional on-site training programs, with an increasing number taking comparable courses online. And in zones of conflict, its training

covers a broad variety of crucial subjects. A few examples include:

- Training local leaders in Iraq and the Balkans in inter-ethnic dialogues
- Strengthening the conflict management capabilities of senior Philippine Armed Forces officers
- Helping women leaders in Afghanistan strengthen their problem-solving, negotiation, and mediation skills
- Bringing together all sectors of society in Colombia to apply conflict-management skills to address their country’s challenges

USIP’S CORE TEXTBOOKS

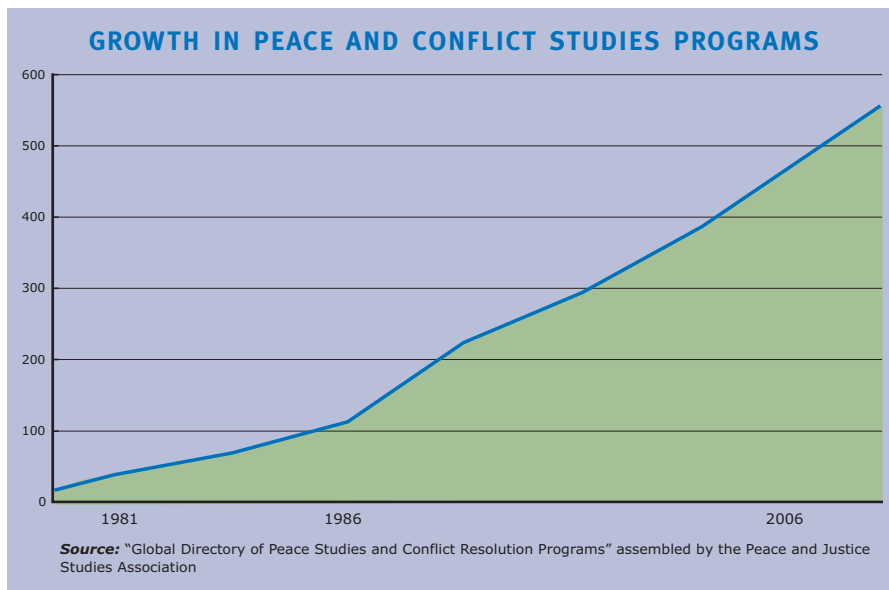
- **Managing Global Chaos: Sources of and Responses to International Conflict**
“The sweep, insight, and ideas presented in this important book make for genuinely rewarding reading: informative, provocative, stimulating, thoughtful.” (George Shultz, former U.S. Secretary of State)
- **Turbulent Peace: The Challenges of Managing International Conflict**
“No other work on this subject is as complete, insightful and definitive in its recommendations and conclusions. It should be required reading for all government leaders who make or shape decisions affecting our intervention and involvement in today’s complicated conflicts.” (General Anthony C. Zinni, U.S. Marine Corps, retired)
- **Building Peace: Sustainable Reconciliation in Divided Societies**
“For those who are serious about peace-building, this book is simply indispensable.” (*International Journal*)
- **Peacemaking in International Conflict: Methods and Techniques**
“This book is a valuable addition to the library of those whose careers will expose them to the conflict resolution process.” (*Naval War College Review*)

- Integrating current techniques of interest-based negotiation with traditional conflict resolution mechanisms in Sudan

Each training program is tailored to meet the specific goals and needs of its participants and customized to draw on their professional experience. Increasingly, these programs also incorporate the path-breaking work of others in the Institute. Through these and other efforts, the Institute is helping create the peacebuilding profession.

LEADING THROUGH RESEARCH

In addition to its work with high schools, colleges, graduate schools, and practitioners, the Institute has also played a significant role in building the peace-making field through its world-class research. Since its founding, USIP has produced over four hundred publications. It has helped guide an impressive research agenda, inform policymakers and practitioners, and develop important simulations, case studies, and bibliographies. And it has put peace agreements at



the world's fingertips by compiling a digital collection of the full text of 130 agreements signed since 1989.

Moreover, USIP has drawn upon its convening powers to tap into the expertise of the larger peacebuilding community and to promote collaborative problem-solving. Since its inception, it has sponsored over two thousand events. Through conferences, working groups, official and unofficial dialogues, guest speakers, and panel discussions, USIP has used its exten-

USIP is highly successful in leveraging funds to grantees. While not every grantee needs additional funding, those that do raise on average almost \$2 for every dollar invested by USIP.

sive and growing networks with governments, academia, international organizations, and NGOs to promote collaboration and bridge divides.

SEEDING THE FIELD

Between 1986 and 2006, USIP funded almost two thousand peacebuilding projects through grants to nonprofits, universities, and research organizations. The program is highly selective (less than 15 percent of those who apply get funding). Grantees have been based in seventy-five foreign countries and forty-six American states. The Institute's commitment to and investment in local organizations has helped seed the growing field of international conflict management. As Lorne

Craner, President of the International Republican Institute and former Assistant Secretary of State noted: "USIP's consistent grantmaking and unwillingness to follow fads has ensured the growth of thoughtful, incisive, and practical work to prevent and end violent conflict."

SUPPORTING RESEARCH FELLOWSHIPS

Through its *Fellowship* program, the Institute has sponsored more than 260 senior fellows, military fel-

lows, and guest scholars. And through its *Peace Scholar* program it has supported the dissertation work of 176 graduate students at a critical time in the development of their careers. Former Fellows and Peace Scholars are working in government, with NGOs and international organizations, and in academia—serving as leaders in the emerging field of international conflict management and working to promote non-violent approaches to dealing with conflict across the globe.

SAMPLING OF AWARD-WINNING USIP PROJECTS

FILMS:

Global Gunrunners

- Online Journalism Award (Columbia Graduate School of Journalism), 2003
- Investigative Reports and Editors (IRE) Award in the Online Category, 2003

State of Fear

- Henry Hampton Award for Excellence in Film and Digital Media (Council on Foundations), 2006
- Amnesty International Film Festival Audience Award, 2005
- The Chicago International Documentary Film Festival Critics Award, 2005
- Latin American Studies Association Award of Merit in Film, 2006

A Force More Powerful

- Emmy nomination for Outstanding Historical Program, 2000
- Gold Hugo Award (Chicago International Television Competition), 2004
- Chris Award (Columbus International Film and Video Festival), 2001
- Silver Screen Award (U.S. International Film and Video Festival), 2001
- Jan Karski Award for Films of Moral Courage, 2001
- Telly Award, 2001

In Rwanda We Say . . . The Family That Does Not Speak Dies

- Emmy Award, 2005

BOOKS:

Aushutosh Varshney, ***Ethnic Conflict and Civic Life: Hindus and Moslems in India*** (New Haven: Yale University Press, 2002)

- Gregory Lubbert Prize (the highest annual award in the field of comparative politics given by the American Political Science Association), 2003
- Aegis Award (Providence, RI, Training/Educational Production), 2004
- Communicator Award (Arlington, TX, Training/Educational Production), 2004

Stephen P. Cohen, ***The Idea of Pakistan*** (Washington, DC: Brookings Institution, 2004)

- Choice Award (American Library Association), 2005

Philip Gourevitch, ***We Wish to Inform You That Tomorrow We will Be Killed With Our Families: Stories from Rwanda*** (NY: Farrar, Straus and Giroux, 1998)

- New York Times Bestseller and Editor's Choice, 1998
- National Book Critics Circle Award, 1998
- Los Angeles Book Prize, 1998

Kimberly Theidon, ***Among Neighbors: The Internal Armed Conflict and the Politics of Reconciliation in Peru*** (Lima: IEP Ediciones, 2004)

- Premio Iberoamericano Book Award Honorable Mention (Latin American Studies Association), 2006

Pumla Gobodo-Madikizela, ***A Human Being Died That Night: A South African Story of Forgiveness*** (Boston: Houghton Mifflin Company, 2003)

- Alan Paton Award for Non-Fiction Writing (also called the Pulitzer Prize of South Africa), 2004
- Christopher Award for Adult Non-Fiction, 2004

Meron Benvenisti, ***Sacred Landscapes: The Buried History of the Holy Land Since 1948*** (Berkeley: University of California Press, 2000)

- Albert Hourani Book Award Honorable Mention (Middle East Studies Association), 2000

Charles Cogan, ***French Negotiating Behavior: Dealing with La Grande Nation*** (Washington, DC: United States Institute of Peace Press, 2003)

- Prix Ernest Lémonon (L'Académie des Sciences Morales et Politiques), 2006

David S. Yost, ***NATO Transformed: The Alliance's New Roles in International Security*** (Washington, DC: United States Institute of Peace Press, 1998)

- Choice Award (American Library Association), 1999

Scott Snyder, ***Negotiating on the Edge: North Korean Negotiating Behavior*** (Washington, DC: United States Institute of Peace Press, 1999)

- Choice Award (American Library Association), 2000

I. William Zartman and J. Lewis Rasmussen, editors, ***Peacemaking in International Conflict: Methods and Techniques*** (Washington, DC: United States Institute of Peace Press, 1997)

- Choice Award (American Library Association), 1998

Martha Brill Olcott, ***Central Asia's New States: Independence, Foreign Policy, and Regional Security*** (Washington, DC: United States Institute of Peace Press, 1996)

- Choice Award (American Library Association), 1996

Kemal Kurspahic, Prime Time Crime: Balkan Media in War and Peace (Washington, DC: United States Institute of Peace Press, 2003)

- Erhard Busek Award (South Eastern Europe Media Organization), 2003

OTHER:

Troubled Images: Posters and Images of the Northern Ireland Conflict (Linen Hall, 2001)

- Ewart Biggs Memorial Prize for this collection of nearly 3,500 images drawn from the Linen Hall Library's unique collection, 2004

Massacre at Cuska: Anatomy of a War Crime

(a radio and web documentary by American Public Radio Works).

- Alfred I. duPont-Columbia University Gold Baton Award, 2001

The Iraq Experience DVD (USIP, 2003)

- Telly Award (New York City, Training/Educational Production), 2004
- Aurora Award (Salt Lake City, Training Production, Educational Production; two awards), 2004

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