

PeaceWatch

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How the United States Negotiates

U.S. negotiators believe that every problem has a solution and tend to be explicit, legalistic, and blunt, according to senior foreign diplomats.

U.S. negotiators generally believe that every problem has a solution. Culturally, they tend to be explicit, legalistic, blunt, and optimistic. They are results oriented and do not invest much in building personal relationships with negotiating counterparts, unlike many other cultures, which like to invest in an interpersonal process to build confidence and trust. These are some of the conclusions of a group of senior foreign and U.S. diplomats who

examined American negotiating behavior at a conference held by the U.S. Institute of Peace on July 24–26 at the Wye Conference Center in Maryland. Patrick Cronin, director of the Institute's Research and Studies Program, organized the event as part of the Institute's ongoing Cross-Cultural Negotiation Project.

The project, headed by Institute president Richard H. Solomon, analyzes the influence of culture on international negotiations through a mixture

of Institute grants, fellowships, and in-house research. To date, the project has looked at negotiation behavior in China, France, Germany, Japan, North Korea, and Russia. Future studies will focus on other regions, including the Middle East and South Asia.

In addition to country-specific studies, the project also includes more generic research into language, culture, and the art of diplomacy. (For a list of project products, see the box on

See Negotiate, page 2

Above, left to right:
Gareth Evans,
Chan Hong
Chee, Ahmedou
Ould-Abdallah,
Anatoly
Adamishin, Karl
Kaiser



Negotiate

Continued from page 1

page 3.) The project is developing knowledge useful in conflict management and to negotiators, governments, nongovernmental organizations, international bodies, and the whole range of actors involved in peace opera-

tions generally.

“Political solutions are predicated on understanding how people think, which is based in their language, values, institutions, and history,” Cronin says. “If these factors are not understood, then negotiations are more likely to fail.” The project seeks to facilitate cooperation and the resolution of conflict through a

standing of how to negotiate in specific settings. It also explores the ways in which culture does or does not impact the negotiation process.

In addition to the negotiation project, the Institute is simultaneously developing a range of nonmilitary instruments for preventing, managing, and resolving international conflict. “In sum, we’re trying to reinvent diplomacy for the 21st century,”

Left, left to right: Jon Alterman, Patrick Cronin, Andrew Pierre, Raymond Cohen.



Right: Richard Solomon holds up a Cross-Cultural Negotiation Project book on North Korean negotiating behavior.



better understanding of how culturally disparate nations negotiate.

To apply the project’s base of knowledge, Cronin is now working with George Ward, director of the Institute’s Training Program, to design a pilot training program in cross-cultural negotiation. The first training for some 35 practitioners is slated for spring. Using lectures and exercises, with a major simulation exercise at the end, the training will focus on China, Japan, and North Korea. Participants will include U.S. government officials from the State Department and other agencies and officials from foreign governments such as Japan, Singapore, and South Korea.

“We’re breaking new ground by building a foundation of new knowledge, and now applying that to expand the cutting edge of training,” Cronin says. The training is designed to help negotiators gain a better under-

Cronin says.

Workshop Highlights

One purpose of the Cross-Cultural Negotiation Project is for U.S. negotiators to become more aware of how the United States is perceived in international negotiations. At the July meeting, participants considered such factors as language and context, time frames and deadlines, the role of news media, application of persuasive tactics, channels of communication, multilateral versus bilateral environment, and the domestic political environment.

Participants noted that perception of U.S. negotiating behavior differs with country perspectives. For example, west European countries see the United States as less overbearing than do small, developing coun-



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tries. Conference participants made the following key points.

■ The United States plays the role of hegemon in the international arena. Many around the world perceive the United States as dictatorial at times, as in "What's mine is mine. What's yours is negotiable." They would like to see the role of hegemon played

for domestic political gain without much consideration of the international context or impact. The need for Congress to sign off on certain negotiations is a convenient excuse used by U.S. negotiators to justify why the United States will not accede to certain requests by counterparts. Congress's ability to deny policy seems



with more grace and humility.

■ In the post-Cold War environment, security and economics are often on the same plane, negating the long-time distinction between "high-politics" (security issues) and "low-politics," including such matters as economics, human rights, and democratic governance, thus reinforcing the perception of an intrusive United States.

■ There are special concerns about U.S. unilateralism and indifference to local circumstances and the domestic requirements of other countries.

■ The United States is constitutionally constrained. The country is locked into a four-year presidential cycle, which affects the timeline within which policies and their implications are considered. Congressional elections, which occur every two years, lead to the intense manipulation of certain issues

even more effective in the multilateral arena.

■ U.S. negotiators enter negotiations with their own time frame, often governed by the domestic political clock and calendar, at times to the detriment of the goal at hand. The time frame is closely related to congressional political debate.

■ The United States often "borrows" time to get to an agreement, phasing implementation over the subsequent 5, 10, or however many years.

■ The United States works to preserve official channels of negotiation. "Back channel" contacts are used in restricted fashion and viewed with some suspicion. Although the U.S. government encourages use of "track two" (semi-official) diplomacy, it may disclaim any connection to it. Rather, track two is used as a means of brainstorming and floating trial balloons.

Cross-Cultural Negotiation Project Books

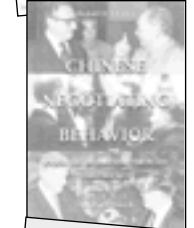
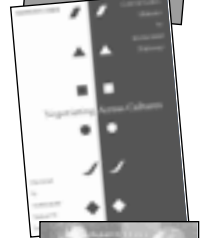
Published by the USIP Press
For more information about the books listed below, call 1-800-868-8064 (U.S. toll-free) or 1-703-661-1590, or visit the Institute's web site at www.usip.org.

Generic

- Arts of Power: Statecraft and Diplomacy, by Chas. W. Freeman, Jr.
- Culture and Conflict Resolution, by Kevin Avruch
- Negotiating Across Cultures: International Communication in an Interdependent World, by Raymond Cohen

Country-specific

- Chinese Negotiating Behavior: Pursuing Interests Through "Old Friends," by Richard H. Solomon
- Negotiating on the Edge: North Korean Negotiating Behavior, by Scott Snyder
- Russian Negotiating Behavior: Continuity and





Above:
Campaign
posters cover a
war-damaged
building during
Lebanon's recent
elections.

Right: Lebanese
women rest
along a busy
sidewalk.



Reconciliation Process Incomplete

A decade has passed since the end of Lebanon's 15-year civil war, and the government has undertaken serious efforts to rebuild the country's badly damaged villages, cities, and countryside and to repair its infrastructure. Psychological recovery from the war's wounds, however, has lagged significantly behind, notes Judy Barsalou, a Middle East specialist and director of the Grant Program at the U.S. Institute of Peace. She visited Lebanon and Syria for two weeks in August.

During her trip, Barsalou discussed Lebanon's Central Fund for the Displaced with its president, Chadi Massaad. Since the fund began its work in 1993, it has spent some \$800 million dollars to rebuild damaged or destroyed buildings and facilitate the removal of illegal squatters, many of whose homes were occupied or destroyed during the war. Massaad anticipates that the fund will spend an additional \$750 million before the planned completion of its work in 2001.

In a separate effort led by Solidère, a private sector firm established by former prime minister Rafiq Hariri, reconstruction of Beirut's downtown shows substantial progress. Nevertheless, demand for property in the downtown district has been very low in part due to the current recession.

Much remains to be done, notes Barsalou. More than 65 percent of buildings identified by the fund still need renovation or reconstruction. And while efforts to rebuild their homes continue, many of the estimated 425,000 Lebanese displaced during the war are choosing to remain in their new communities. Moreover, significantly more money must be raised—an estimated \$1.3 billion according to Lebanese officials—for reconstruction and revitalization of southern Lebanon in the wake of Israel's withdrawal in May.

At the same time, too little has been done to rebuild human relations among Lebanon's 17 dif-



CONFLICT MANAGEMENT TRAINING

Advancing Best Practices

ferent ethnic communities, Ghassan Moukheiber, rapporteur for the Lebanese Bar Association's Human Rights Committee, told Barsalou during an interview. With many militia leaders serving in public office, the government opted not to establish a war crimes tribunal or truth commission but instead enacted an amnesty law in 1991 that pardoned all war crimes committed prior to that date. The absence of adequate formal acknowledgment of the suffering caused by the war, according to Moukheiber, means that the country's reconciliation process is incomplete.

Evidence of that was apparent during Lebanon's parliamentary elections in late August. Three Maronite Christian groups—the Liberal Party of Dory Chamoun, the outlawed Lebanese Forces led by imprisoned militia leader Samir Geagea, and the supporters of exiled former army commander Michel Aoun—urged voters to boycott the elections to protest Syrian domination of Lebanon. Moreover, some electoral coalitions between former civil war rivals—for example, the alliance between Hizbollah and Elie Hubeika—were rejected by voters as cynical attempts to gain seats in the absence of true reconciliation between and among the communities the candidates sought to represent.

Since the civil war ended, several nonprofit organizations have organized small-scale programs designed to facilitate reconciliation among formerly warring communities. The Lebanese Center for Policy Studies, for example, has convened workshops on problem solving and reconciliation in Lebanese mountain villages. The grassroots organization Our Right to Know has mounted a national campaign pressing for disclosure of the fate of some 17,000 disappeared persons, for the building of a national monument to honor the war's victims, and for indemnification for missing family members. Barsalou concludes that while most Lebanese seemingly want to concentrate on the future and forget the past, others clearly feel unable to close the civil war chapter without a more formal accounting.

Much of conflict management training is, at least to some extent, a kind of intervention in conflict situations, according to some 50 trainers, conflict management practitioners, and representatives of funding organizations. They discussed advancing best practices in conflict management training at a June 27–28 symposium organized by the U.S. Institute of Peace. Conference participants said that conflict management training can be viewed as intervention in the same way that delivering food aid or other types of humanitarian assistance during a conflict might be called intervention—it alters the dynamics of the situation on the ground.

Trainers need to recognize that fact because it raises important ethical issues: Whom to train? How do the trainees intend to use their new skills? What is the trainer's responsibility for the impact the new skills and information have on others and on the conflict situation?

The Institute is publishing a Peaceworks report, *Conflict Management Training: Advancing Best Practices*, which summarizes the presentations and discussion at the symposium. The event was organized and the report written by the Institute's Training Program staff. Symposium participants examined, in some cases affirmed, and in many instances questioned the effectiveness of current training practices and the systems that support them. The report offers insights into the core concerns of the conflict management community, including whether training practitioners can actually reduce conflict in the complex environments in which they operate today.

Participants agreed on a number of key issues, including the following:

- Successful training must focus on clearly defined, practical, and obtainable objectives, both in the training itself and in relation to the larger society in which it takes place.
- Successful training requires extensive understanding of the trainees' backgrounds and of the individuals, groups, or societies the training is intended to influence.
- Trainers cannot train individuals without "training" the structures in which they operate to recognize and support the trainees' efforts.
- Training in "micro" skills such as problem solving, communication, negotiation, and mediation

See Best Practices, page 11



George P. Shultz, honorary chair of the Institute's Capital Campaign, stresses the importance of hard work on the hard issues involved in finding stability internationally.

Peace if Possible

George P. Shultz gained an appreciation for what it means to fight a necessary war during his three years as a Marine in the Pacific theatre in World War II. At the same time, says the former secretary of state, he also gained from that experience "a sense of how terrible war can be."



Many years later, during the debate in Congress over whether to create a peace institute, Shultz was serving as a cabinet member in the Reagan administration. "It was President Reagan's judgment that such an institution could really be worthwhile, and I agreed," recalls Shultz, who is now a distinguished fellow at the Hoover Institution on War, Revolution, and Peace in Stanford, Calif. "You always have to balance the need to be strong with the need to be ready to engage in diplomacy. We have the Defense Department and the State Department pursuing those goals. I always supported the defense budget as secretary of state and at the same time recognized, and the president recognized, how important it was to seek to resolve complex conflicts in the right way. The proposed U.S. Institute of Peace, which in the end got bipartisan support in Congress, held out the promise of an organization that would work on the hard issues involved in finding stability — peace, if pos-

sible, but if not ebullient peace, then at least a lack of conflict and reasonable stability."

Today, Shultz serves as the honorary chair of the U.S. Institute of Peace's Capital Campaign to build a permanent home on a site at the northwest corner of the National Mall in Washington, D.C. In its new headquarters facility, the Institute will create a research, education, and training center in support of the nation's commitment to the non-violent management of international conflict. The center will be constructed on a three-acre site at 23rd Street and Constitution Avenue NW, within view of the nation's most important war memorials.

"The Institute of Peace adds value by being an organization that stands back from the fray and studies what's going on," Shultz says. The Institute has built a foundation of useful knowledge on the subject of conflict management that has gained wide respect, he notes. And



beyond that, the Institute has spread that knowledge through its education and conflict management training programs to a broad range of practitioners, government officials, and representatives of nongovernmental and international organizations.

Negotiation and mediation are skills that Shultz holds in deep respect. In his early career, Shultz, who earned a bachelor's degree in economics from Princeton and a doctorate in industrial economics from the Massachusetts Institute of Technology, studied labor issues and worked as an arbitrator and mediator on industrial relations problems and labor management disputes. "After World War II there were lots of big strikes around the country," he recalls. At the same time it was evident that in many instances, unions and management got along well. So Shultz studied examples of industrial peace under collective bargaining. He says the impulse to discover the ingredients of peaceful relations in industry

is not unlike the impulse that drives the work of the Institute of Peace. Shultz's books on the causes of industrial peace under collective bargaining are among the ten that he has written on various economic issues and on his experiences in government. "So I have a background in conflict and the resolution of conflicts," he notes, adding that his first cabinet position was as secretary of labor under President Nixon.

The ability to mediate conflicts and complex, multilateral relationships is increasingly valuable as the world becomes increasingly interdependent, Shultz says. "The United States is a global power. It has global interests and economic stakes all over the world. Our citizens travel all over the world. Our economy is globalized. So we have a stake in what goes on."

The Institute is grateful to have the support of a leader of Shultz's stature and experience, notes Institute board chairman Chester A. Crocker. "George

Shultz stands out among a handful of post-1945 public servants in his breadth and depth of experience and grasp of issues facing the United States," Crocker says. "His role as the secretary of state who shepherded us through the final phase of the Cold War and his voice as a champion of the information age within the U.S. government qualify him eminently to comment on the Institute's goals and potential." Institute president Richard H. Solomon adds that Shultz's support complements his dedicated work on behalf of international conflict resolution both in office and afterward.

Shultz concludes that the public has "a huge interest" in conflict management and peace. The Institute's site near the National Mall, which has been authorized by congressional legislation, "is a measure of Congress's respect for the Institute and for its work," Shultz says. "It's a wonderful site. It places the study of peace right in the midst of memorials to people

Above, left: Lech Walesa, winner of the Nobel Peace Prize, founder of the Solidarity movement, and former Polish president jokes with George Shultz at Stanford University in 1996. At center is Walesa's translator.

Above, right (left to right): Brent Scowcroft, Colin Powell, George Shultz, and Henry Kissinger in Washington, D.C., recently.



USIP Addresses Heads of Diplomatic Academies

Conflict prevention is more than the application of specific diplomatic tools at the early stages of conflict, notes Chester A. Crocker, chairman of the board of the Institute of Peace and James R. Schlesinger professor of strategic studies at Georgetown University. Like a well-prepared fire brigade, conflict prevention is “a system, a state of mind, an attitudinal fix, a readiness with the right training and skills” to forestall the escalation of violence or the breakdown of a fragile peace, he says. Crocker made his comments as chair of a panel on conflict prevention at the 28th annual meeting of the Directors and Deans of Diplomatic Academies and Institutes of International Relations at Georgetown University on September 19. Georgetown is co-founder of the meeting with the Diplomatic Academy in Vienna.

Participants included heads of diplomatic academies and international relations institutions from 40 countries, including Argentina, Brazil, China, Egypt, France, Germany, Israel, Japan, Russia, the United Kingdom, and the United States. The meetings provide an opportunity for academic leaders to discuss the state of formative and mid-career education and training in diplomacy.

Crocker was joined on the panel by Neil Kritz, director of the Institute’s Rule of Law Program, and Pamela Aall, director of the Education Program. Introducing a topic of increasing concern to policymakers around the world, Crocker also outlined some best practices for “track one,” or official, attempts to prevent conflict, including recognizing the significant contributions that nonof-

ficial or nondiplomatic resources could bring to the effort. Kritz examined the role that judicial institutions and legal norms can play in settling disputes before they become violent and in providing assurances that agreements will hold after a conflict is over. He also stressed the important role that mechanisms such as truth and reconciliation commissions can play in providing a common historical understanding of a conflict, a necessary and often absent basis for a lasting peace. Aall reflected on the mixed record that nongovernmental organizations (NGOs) have had in conflict prevention, looking at experiences of three different NGOs: the Community of Saint Egidio in Mozambique, the South China Sea Informal Working Group, and MOST, a peace education NGO in Serbia.

A Force More Powerful

Study guides and film modules of the PBS program “A Force



More Powerful: A Century of Nonviolent Conflict,” broadcast in September, are now available for classroom use and commu-

nity teaching. The PBS program grew out of a film on the same subject by prizewinning filmmaker Steve York, whose early research was funded in part by a grant from the U.S. Institute of Peace. (See the June issue of PeaceWatch.) The film and television series are the story of popular social and political movements overcoming oppression and authoritarian rule in conflict after conflict during the last 100 years.

The television series consists of two 90-minute television programs presenting six different cases of the success of “people power”: Gandhi’s civil disobedience against British rule in India (1930–31); student lunch counter sit-ins in the United States (1960–61); consumer boycotts in South Africa (1986); the Danish resistance to Nazi occupation (1940–45); the rise of Solidarity in Poland (1980–81); and the popular movement against Pinochet in Chile (1983–88).

The series was a co-production of York Zimmerman Inc. and WETA Washington, D.C.

Video Distributor: Films for the Humanities & Sciences
P.O. Box 2053
Princeton, NJ 08543-2053
Toll free: 1-800-257-5126; Fax: (609) 275-3767; Web site: <http://www.films.com>

In addition to the two 90-minute programs, six 30-minute educational modules about each of the case stories in the series will be available from the video distributor.

For information about a companion study guide and other educational materials, contact Karen Zill, manager of Educational Services & Outreach at WETA, (703) 998-2459, or e-mail [kzill@weta.com](mailto: kzill@weta.com).



Teachers Focus on International Conflict Management

From rural Missouri to downtown Brooklyn to Montgomery, Alabama, to the suburbs of Denver, some 25 secondary school social studies teachers and one principal came to Washington on August 7–12 for the U.S. Institute of Peace’s ninth annual Summer Institute on International Peace, Security, and Conflict Management. Jeffrey Helsing, program officer in the Institute’s Education Program, organized the event. The weeklong summer institute is designed to develop a greater understanding of peace and conflict issues as well as help the participants enhance their teaching skills and strategies and expand their curricula.

Among the guest speakers were Joseph Montville, director of the Conflict Prevention Program at the Center for Strategic and International Studies, discussing conflict prevention; Betsy Clark of the National Endowment for Democracy and Department of State and Julia Demichelis, a consultant who has worked in Sierra Leone and the former Yugoslavia, discussing post-conflict reconstruction and reconciliation; and John Rossi of the School of Education at Virginia Commonwealth University discussing teaching controversial issues. Journalists Roy Gutman of Newsday and David Makovsky of the Jerusalem Post also spoke to the group. Institute staff and senior fellows worked with the teachers in examining questions of war and peace, sources of international and intranational conflict and approaches to peacemaking such as preventive diplomacy, mediation, and reconciliation efforts by govern-



mental and nongovernmental actors. The program emphasizes case studies, new teaching concepts, and related skills.

For information about the 2001 Summer Institute, contact Kimberly Spring at the address below, telephone (202) 429-3854, or e-mail <education@usip.org>. The application deadline is February 19, 2001.

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Suite 200
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ShortTakes

Top: Jeffrey Helsing provides an overview of international conflict issues to social studies teachers from around the country.

Above, right: Joseph Montville discusses the nature of international conflict with workshop participants.



Recent projects funded by the Institute's Grant Program have produced books that span a wide range of issues and regions. To order the books, please contact the publisher listed below or your local bookstore.

Banana Justice: Field Notes on Philippine Crime and Custom by W. Timothy Austin (Praeger, 1999). Examines crime and dispute resolution in the Central Luzon and Mindanao regions of the Philippines focusing on Christian and Muslim norms.

Battle for Peace in Sudan: An Analysis of the Abuja Conferences, 1992–93 by Steven Wondu and Ann Lesch (University Press of America, 2000). Assesses the peace negotiations in Sudan in 1992–93 to extract lessons of value to current peace negotiations.

Conversion Survey 1999: Global Disarmament, Demilitarization and Demobilization edited by Michael Brzoska (Bonn International Center for Conversion, 1999). Assesses global and regional trends in demilitarization and demobilization at the end of the 1990s.

Democracy and its Discontents: Development, Interdependence, and U.S. Policy in Latin America by Howard J. Wiarda (Rowman and Littlefield, 1995). Analyzes the transitions and changes in Latin American democracy and the impact of U.S. political and economic policies.

From Tribal Village to Global Village: Indian Rights and International Relations in Latin America by Alison Brysk (Stanford University Press, 2000). Explores the impact of globalization, including internationalized forms of identity politics that reconstruct power relations.

From Yalta to Berlin: The Cold War Struggle over Germany by W.R. Smyser (St. Martin's, 1999). Provides a comprehensive story of Germany's division and a search for a stable and peaceful resolution to "the German Question."

Global Communication and World Politics: Domination, Development, and Discourse by Majid Tehrani (Lynne Rienner, 1999). Describes the current transformations in communication, modernization, and democratization.

Good Intentions: Pledges of Aid for Postconflict Recovery edited by Shepard Forman and Stewart Patrick (Lynne Rienner, 2000). Analyzes the composition, management, and delivery of multilateral aid packages to countries

emerging from violent conflict.

Iberia and Latin America: New Democracies, New Policies, New Models by Howard J. Wiarda (Rowman and Littlefield, 1996). Examines the complex relationships between the cultures, histories, and politics of Iberia and Latin America.

Inter-Ethnic and Religious Conflict Resolution in Nigeria edited by Ernest Uwazie, Isaac Albert, and Godfrey Uzoigwe (Lexington, 1999). A collection of essays that develop better mechanisms for understanding and resolving ethnic and religious conflicts in Nigeria.

Islam and Conflict Resolution: Theories and Practices by Ralph H. Salmi, Cesar Adib Majul, and George K. Tanham (University Press of America, 1998). Explores Islam and Islamic law in the context of international law and issues of war, peace, and conflict resolution.

La Policía Nacional Civil de El Salvador (1990–97) by Gino Costa (UCA Editores, 1999). Analyzes the implementation of public security reform as mandated by the 1992 peace accords.

Letter Without Address by Protector (Izdavac, 2000). Presents stories of acts of compassion across ethnic boundaries, the neglected events of the Bosnian war.

On Narrow Ground: Urban Policy and Ethnic Conflict in Jerusalem and Belfast by Scott A. Bollens (State University of New York Press, 2000). Examines the role of policy and planning in contested urban environments and the effects urban strategies have on ethnonational conflict.

Peace Operations and Intrastate Conflict: The Sword or the Olive Branch? by Thomas R. Mockaitis (Praeger, 1999). Compares historical versus current models of peacekeeping in active civil conflicts: Congo, Somalia, and the former Yugoslavia.

Perspectives on Development: The Euro-Mediterranean Partnership edited by George Joffé (Frank Cass Publishers, 1999). Examines the prospects for the initiative established in 1995 to promote a zone of peace and prosperity in the Mediterranean Basin.

Problems in Human Rights in the USSR and Russia (in Russian) by F. M. Burlatsky (Nauchnaia Kniga, 1999). Analyzes the struggle for human rights during the last two decades of the Soviet Union and the early years after its collapse.

Protecting Human Rights in Africa: Strategies and Roles of Non-Governmental Organizations by Claude E. Welch, Jr. (University of Pennsylvania Press, 1995). A comparative study of how human rights NGOs have brought about revolutionary change in Africa.

Reconcilable Differences: Turning Points in Ethnopolitical Conflict edited by Sean Byrne and Cynthia L. Irvin (Kumarian, 2000). Describes the factors involved in the escalation of conflict between ethnopolitical groups and mechanisms critical to the resolution process.

Sacred Landscape: The Buried History of the Holy Land Since 1948 by Meron Benvenisti (University of California Press, 2000). Explores the conflicting stories of the shared land and the Israeli and Palestinian communities' relationships to it.

Strategic Cultures in the Asia-Pacific edited by Ken Booth and Russell Trood (St. Martin's, 1999). Explores the security prospects of the Asia-Pacific region through the lens of strategic culture.

Talking with the Enemy: Negotiation and Threat Perception in South Africa and Israel/Palestine by Daniel Lieberfeld (Praeger, 1999). Assesses the factors that lead enemies to cease fighting and engage in direct negotiations.

Technological Change and the Future of Warfare by Michael O'Hanlon (Brookings Institution Press, 2000). Analyzes the so-called revolution in military affairs (RMA) and the changing needs of the U.S. military in the 21st century.

The Arab Shi'a: The Forgotten Muslims by Graham E. Fuller and Rend Rahim Francke (St. Martin's, 1999). Examines the Arab Shi'a belief system, community life, political and social problems, and relationship with Sunni Muslim majorities.

The Blue Helmets' First War? Use of Force by the UN in the Congo, 1960–64 by Trevor Findlay (Canadian Peace-keeping Press, 1999). Assesses the UN mission in the Congo, which saw an unprecedented use of force by troops under UN command.

The Future of International Human Rights edited by Burns H. Weston and Stephen P. Marks (Transnational Publishers, 1999). Analyzes existing human rights norms, institutions, procedures, and future trends.



InstitutePeople

Jon B. Alterman, program officer in the Research and Studies Program, discussed the World Bank's major new web site initiative, "Global Development Gateway," at the Georgetown Center for Contemporary Arab Studies on September 7. He discussed Arab media later in the month at the National Council on U.S.-Arab Relations Policy-makers Conference.

John Crist, program officer in the Jennings Randolph Fellowship Program, co-organized and presided over a session on "Military and Non-Military Participation in Peace Operations" at the annual meetings of the American Sociological Association (ASA) in Washington, D.C., on August 13. **Lewis Rasmussen**, program officer in the Training Program, presented a paper on the role of civilian police in peace operations at the same session. The panel, co-organized by **Mady W. Segal** of the University of Maryland, College Park, was sponsored by the ASA's Section on Peace, War, and Social Conflict, which includes sociologists who specialize in conflict analysis and resolution, the military, and peace movements, among other topics.

On June 7, **Ellen Ensel**, computer systems librarian in the Library Program, discussed the library's print and web resources with more than 50 librarians representing academic, public, and government agency libraries that are part of the Federal Depository Library Program of the Government Printing Office (GPO). She also discussed the library's partnership with GPO to catalog the Institute's digital collections of peace agreements,

truth commissions, and annotated web links pages. These catalog records will be searchable in the GPO database as well as in the increasingly international bibliographic service OCLC, used by libraries worldwide.

Praeger Publishers recently published a book by **Jeffrey Helsing**, program officer in the Education Program, entitled *Johnson's War/Johnson's Great Society: The Guns and Butter Trap*. The book provides an in-depth analysis of decision making in the Vietnam War.

Board member **Seymour Martin Lipset's** recent book, *It Didn't Happen Here: Why Socialism Failed in the United States*, was published recently by W.W. Norton & Company. The book, co-authored with Gary Marks, analyzes the weaknesses of the left in America.

Deepa Ollapally, program officer in the Grant Program, gave a plenary talk on "Rethinking Gender and International Security: Balancing Global and Regional Perspectives" at the Summer Symposium on Human Security organized by Women in Security, Conflict Management and Peace (WISCOMP), India International Centre, New Delhi, on August 25.

Daniel Serwer, director of the Balkans Initiative, traveled to Kosovo August 21–25 with John Menzies, director of the State Department's Office of Kosovo Implementation, for the initial follow-up meeting to the Airlie House facilitation with Kosovo Albanian and Serb leaders, which was held in July. (See the August issue of *Peace Watch*.)

The August meeting was chaired by the U.S. Office in Pristina. At a press conference after the August meeting, the Kosovar Albanian and Serb participants made a strong statement condemning all violence in Kosovo.

David R. Smock, director of the Religion and Peacemaking Program, discussed "The Role of Religion in International Peacemaking" at the Baltimore Inter-Faith Coalition for Peace on September 26.

Institute president **Richard H. Solomon** discussed "Globalization and Security" aboard the USS *Intrepid* in New York City on September 20. In July, he discussed "The Challenges of Managing U.S.-China Relations" at the U.S.-China Chamber of Commerce in Chicago, and in August gave a talk on "International Civil Humanitarian Action in Peacebuilding Missions" at the 18th World Congress of the International Political Science Association in Quebec City.

Best Practices

Continued from page 5
is necessary but not sufficient to address the "macro" problems of conflict-ridden societies. Competencies in broader areas such as economic management, development, and rule of law must also be taught.

■ Societal conflicts are often deeply rooted in trauma, history, and ethnic, religious, and cultural identifications. As such, they are not easily or quickly resolved.

It is necessary to sustain and evaluate training and other types

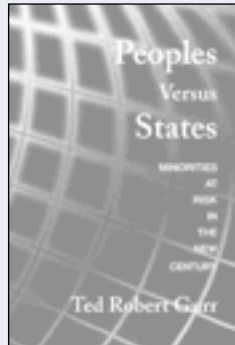
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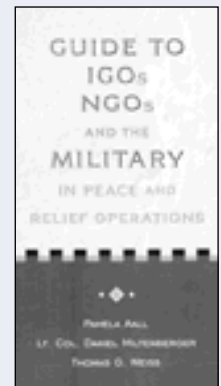
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