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“The real and lasting victories are those of peace, and not of war.”

—Ralph Waldo Emerson



INTERACTIVE

USIP Headquarters Project

Learn about this extraordinary building being constructed in Washington, D.C.

- Find out more:
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Education and Training Center

USIP is proud to unveil its new conflict management education and training program.

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- Learn about our 2008–2009 training courses.
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A Message from the Chair and President of the Institute



USIP President Richard H. Solomon (left) and Board Chair J. Robinson West (right).

USIP has entered a new era. On June 5, 2008, 24 years after its creation, USIP officially broke ground for its permanent home and Public Education Center at the northwest corner of the National Mall in Washington, D.C.

As many of our readers know, the new building will be located immediately north of the Lincoln Memorial and across the street from the State Department. When complete in 2010, it will be the nation’s most prominent symbol of America’s commitment to the nonviolent resolution of international conflict.

President George W. Bush, Speaker of the House Nancy Pelosi, U.S. Senate Majority Leader Harry Reid, former Secretary of State George P. Shultz, and Father Theodore M. Hesburgh were among the speakers at the

groundbreaking ceremony. A bipartisan host of other luminaries from the peacebuilding and foreign affairs communities were among the more than 500 people in attendance, and approximately 6 million people learned about the groundbreaking as part of the extensive news coverage we received.

June 5 was a remarkable day more than a decade in the making. The ceremony reflected growing bipartisan support for our work and signified the continuing rise of international peacebuilding and conflict management as key elements of U.S. foreign policy and security policy in the 21st Century.

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Message, from page 1



In early 2008, program officers Keith Bowen and Ted Feifer participated in a training for Rwandan peacekeepers preparing to deploy to Darfur.

On-the-Ground Work in Zones of Conflict

While the work that brought the Institute to this milestone has been an important part of our focus in recent years, that effort is eclipsed by the growth of our substantive work around the world. We have seen tremendous expansion in our global reach, programmatic capacity and reputation as an innovator in the field. The highly regarded policy magazine *National Journal* recently published an in-depth article examining the Institute's unique role and called us "an amazingly effective and ubiquitous influence in a host of foreign crises."

- Our Iraq programs have gained especially high exposure recently. Since its publication in December 2006, the report of the Iraq Study Group, which the Institute facilitated, has been downloaded from our Web site more than two million times. Meanwhile, the Institute has expanded its in-country office in Baghdad and has increased its network of trained facilitators in the

A USIP-sponsored delegation of American Muslim Scholars visited Iran in January 2008.



country from 27 to more than 100. Our collaborative work with the U.S. Army in Mahmoudiya led to an unprecedented reconciliation between Sunni and Shia leaders that many view as a model for the rest of the country. Our first Iraqi fellow arrived at the Institute in March, and an additional Iraqi fellow came during the summer.

- In Afghanistan, USIP opened a country office this year and is working to build rule of law and government mechanisms and to promote civil society throughout the country. The Institute welcomed two fellows from Afghanistan to Washington, and we continue to work to promote a better understanding in that country of U.S. policy.
- In October 2007, the Institute's Center of Innovation in Religion and Peacemaking sent a delegation of 10 American Muslim scholars to Iran to explore concepts of peacebuilding. Beneath the surface of troubled relations between Washington and Tehran, the Americans discovered in their Iranian counterparts a wellspring of intellectual ferment and yearning to communicate with the West.
- From 1995 to 2000, the Institute fostered understanding in Sudan by holding dialogues between leaders and intellectuals from the northern and southern portions of the country. Ideas generated in these dialogues later became the basis for Sudan's January 2005 Comprehensive Peace Agreement. More recently, this year the Institute sponsored a dialogue for representa-

tives of the Darfurian diaspora in North America as part of a larger effort to spur reconciliation among this community worldwide. Elsewhere in Africa, the Institute is helping train African Union peacekeepers for their peacekeeping mission in Darfur.

- The Institute is also active in training women leaders in Pakistan, promoting strategic dialogue with North Korea, facilitating dialogue on Colombia and implementing rule of law programs in Nepal—among myriad other initiatives.

Innovating in Conflict Management Techniques

At our Washington, D.C. offices, the Institute is innovating conflict management techniques.

- Our Sustainable Economies Center of Innovation is engaging the peacebuilding community on the importance of promoting stable economic growth in conflict zones. The center is beginning to provide on-the-ground training and technical assistance, develop knowledge and catalyze innovative thinking among disparate stakeholders.
- The Media, Conflict and Peacebuilding Center of Innovation focuses on harnessing the power of the media for peacebuilding and developing new strategies for countering the use of media to create conflict.
- Similarly, the Science, Technology and Peacebuilding Center of Innovation identifies promising new practices, conducts research and develops innovative strategies for applying science and technology to the challenge of peacebuilding in fragile states, active conflict and post-conflict societies.

USIP's specialists have worked extensively with partners in the U.S. government community, military, non-governmental organizations and academia to develop new doctrine focused on synthesizing civil-military roles in post-conflict zones. Two recent highlights of the effort are the recent launch of the State Department's Civilian Response Corps, in which U.S. civilians will be deployable for stabilization



In Nyala, Darfur, USIP recently sponsored a workshop on key elements of democracy.

missions overseas, and a new U.S. Army field manual focused on harmonizing civilian and military efforts.

- Through the web, the USIP-initiated International Network to Promote Rule of Law (INPROL) has brought together specialists involved in rule of law, police commanders and stability police from around the world to share information and strengthen connections in a crucial but traditionally diffuse community. From INPROL's March 2007 launch to the first INPROL conference at USIP in May 2008, membership in the network has climbed from 300 to more than 900, making it the leading organization in its field.
- Our Jennings Randolph Senior Fellowship program continues to provide research opportunities in residence at the Institute. Scholars, analysts, journalists, policymakers and other experts can write and reflect on pressing international peace and security challenges. Our pre-doctoral program offers dissertation support for some of the best young scholars in the field at critical junctures in their careers.
- Recent examples of USIP grant-funded projects include a research project to explore the role of the private sector in integrating former guerilla combatants into Colombian society; the film *Global Gunrunners*, which won two distinguished awards in journalism; and South African author Pumla Gobodo-Madikizela's book *A Human Being Died that Night: A South Africa Story of Forgiveness*, which won the 2004 Alan Paton Award for non-fiction writing and the Christopher Award for adult non-fiction.

The highly regarded policy magazine *National Journal* recently published an in-depth article examining the Institute's unique role and called us "an amazingly effective and ubiquitous influence in a host of foreign crises."

- With 25 new books published since the beginning of 2007, the Institute's ideas are reaching broader audiences. At universities, *Leashing the Dogs of War* and *Peacemaking in International Conflict* continue to be essential texts in teaching international conflict resolution at all levels. Mohammed Hafez's *Suicide Bombers in Iraq* and Roy Gutman's *How We Missed the Story* are not only impacting the policy community but also the general public. Foreign service and military institutions use the Institute's *Guide for Participants in Peace, Stability, and Relief Operations* in their trainings. Recent media coverage has touted *Negotiating Arab-Israeli Peace* as required reading for heads of state. In addition, the USIP film *Confronting the Truth*, which explores the role of truth commissions in the reconciliation process, has been screened for audiences worldwide, including our workshops in Sudan and Iraq.

Training Professionals

In late 2007, our Education and Training Center (ETC) was established to provide more targeted educational opportunities for groups involved in conflict management and peacebuilding, and the U.S. Navy agreed to transfer two buildings adjacent to the headquarters site that will eventually house the center. The ETC will offer 17 courses to a broad array of stakeholders in coming months.

In this issue of *PeaceWatch*—redesigned for the first time in recognition of the Institute's transition to new levels of activity—we have dedicated our pages to highlighting both the construction of the new headquarters building and some of the recent activities of our growing organization. By doing so, we offer a glimpse behind the headlines to demonstrate our effectiveness in the field and the importance of the headquarters as a national symbol of peacebuilding on one of the

most prominent pieces of land in our nation's capital.

In his remarks at the headquarters groundbreaking ceremony, President Bush said that he looks forward to seeing the new building when it is complete.

So do we.

Until then—at the new building site, at our existing offices, and in conflict zones worldwide—there's a lot of work to be done, and we're dedicated to doing it.

Chair, Board of Directors

President

PeaceWatch

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“Get Under the Hood” of Peacebuilding: USIP’s Public Education Center

USIP’s Public Education Center (PEC), to be housed in the Institute’s new headquarters building, will be dedicated to increasing public understanding—especially among students and teachers—of international conflicts and nonviolent methods that can be used to manage them. Spanning 20,000 square feet on two floors, the center will be an interactive facility that engages visitors through informational displays, multimedia exhibits, simulations, games, film and other learning devices. As a “platform to exponentially increase outreach,” as USIP Adviser Tara Sonenshine says, the PEC will help the Institute fulfill its congressional mandate to educate the public in a dynamic, interactive manner.

The PEC will raise awareness about the nature and sources of international conflicts, educate the public about nonviolent approaches to conflict management, highlight the work of the Institute and other organizations with similar missions, attract young people to careers in international affairs and conflict resolution and encourage public discussion



The PEC will spotlight USIP’s “Curve of Conflict,” seen in the background of this image.

about international conflict and global affairs.

“Very few places in Washington enable a visitor to have direct access to the peacemaking process,” Sonenshine observes. “If you don’t have an appoint-

ment with an agency, you have no way to interface with international conflict resolution.” The PEC will bring peacemaking alive with interactive exhibits and allow visitors to “see the writing of peacemaking, to let them really get under the hood.”

A research firm estimated that by its third year of operation, the PEC will have more than 400,000 annual visitors.

The center will demonstrate that many new actors and players can play a role in peacebuilding and show that while conflict is part of the human condition, violent conflict can often be prevented, contained, managed and resolved. Moreover, the PEC will show how numerous people, organizations and countries can play a role in preventing, managing and resolving conflict.

Plans for center exhibits include witness stations (where key figures involved in violent conflicts will discuss their stories in film exhibits), a simulated visit to a conflict zone, a peace lab where visitors can experiment in conflict resolution, a contemplation zone for visitors to reflect on their experience and a space for them to record their thoughts. An exhibit on

The entry of the PEC will focus visitors’ attention on the roles of various figures involved in peacebuilding.



the Institute's curve of conflict, which shows patterns of conflict escalation and crisis management and resolution, will be an essential part of the PEC. The center will also feature career resources for those interested in conflict resolution.

Role-playing will be a central component of the visitors' experience. Once they enter, visitors will be assigned roles of various actors in conflict resolution, such as a humanitarian aid worker, diplomat, soldier or refugee. Throughout their stay, the visitors will assume these roles at the center's interactive learning modules.

The PEC's Audience and Mission

Key audiences for the new building will include students, educators, the peace and religious communities, visitors from war-torn societies, tourists, USIP program participants, business professionals, the media and diplomats. "We think we can have something for everyone, but the real concentration is on those who have an interest in international affairs," says Sonenshine.

A major component of the center will be a focus on youth. The Institute has forged a long-standing relationship with high school students and their teachers through the National Peace Essay Contest. Approximately 20 percent of the center's visitors—between 60,000 and 80,000—are expected to come from student tours.

Charles Nelson, vice president for the headquarters project, believes strongly in the importance of instilling in youth an interest in international affairs. "Most of the Institute's energy from Monday to Friday goes into the most compelling things of the moment—facilitation in Baghdad, rule of law in Kabul, supporting dialogue with North Korea," he says. However, he stressed that a focus on education is and will remain critical to USIP's mission. "That's what the PEC will address," Nelson says. "Thinking of it in those terms increases the sense of challenge."

More than 400,000 visitors are expected per year at the Public Education Center.

"Very few places in Washington enable a visitor to have direct access to the peacemaking process."

—Tara Sonenshine



A theater and film will be integral aspects of the PEC's presentation.

Nelson observes that many of the American soldiers who die or are wounded in Iraq are only a few years older than high school age. "If you're 16 or 17 years old, sitting in high school, you may be five years away from having the

most intimate involvement in war and peace," he adds.

Pamela Aall, vice president for the Institute's domestic education programs, notes that high school students are at an

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Editor's note: At USIP's groundbreaking ceremony, President Bush spoke of the growing importance of civilian involvement in post-conflict stabilization work. This article describes the Institute's involvement in creating the Civilian Response Corps, a major part of such initiatives.

Providing a “Critically Missing Piece”: USIP and the Growth of the Civilian Response Corps

The launch of the State Department's Civilian Response Corps (CRC) marks a fundamental restructuring in American capacity to address strategic challenges that have emerged since the end of the Cold War. USIP has provided a “critically missing piece” in the effort, according to USIP Senior Program Officer Michael Dziedzic.

The concept of the corps is akin to the National Guard, in which specially trained civilians wait on standby to deploy in military roles. In the CRC, however, teams of specialized civilians will deploy to relieve the reconstruction burden on military units. The corps is part of the State Department's transformational diplomacy initiative, which aims to more closely integrate civilian and military components of national security policy.

CRC members will participate in the range of areas needed to help fragile states restore stability and the rule of law and achieve economic recovery and sustainable growth during post-conflict periods. They will include police, border security officers, prosecutors, judges, diplomats, development specialists, public health experts, engineers, economists, public administrators, agronomists and others.

Without such a cadre, lengthy delays in deploying civilians with vitally needed skills at the critical early phase of a post-conflict operation are common. By the time such experts have been assembled, security conditions have often worsened, as was the case in Afghanistan and Iraq. The CRC will address this challenge by providing a “surge capacity” of civilian experts to address critical stability challenges in a matter of days or weeks rather than months and years.

Overview of the Civilian Response Corps

The CRC will consist of active, standby and reserve components. The active and standby components are composed of full-time



Recent post-conflict activities have demonstrated the need for increased cooperation among the defense, diplomatic and development communities.

federal personnel trained and equipped to deploy rapidly to countries in crisis or emerging from conflict.

Active members of the CRC will be prepared to deploy within 48 hours after call-up by the secretary of state. This component will consist of personnel from eight different federal agencies; the plurality will be from the U.S. Agency for International Development (USAID) and the departments of State and Justice. Up to 75 percent of the active group will be available to deploy at any time. When not overseas, they will engage in training, planning and other reconstruction and stabilization (R&S) activities. “The active component is going to be the make-or-break element of this effort. I believe it will demonstrate its value very fast and very clearly,” says Ambassador John Herbst, the State Department's coordinator for reconstruction and stabilization (S/CRS), the bureau which oversees the CRC.

Members of the CRC's second group— the standby component, serve in the

federal government in jobs beyond R&S but have specialized skills needed for such operations. Members of the standby grouping will pursue additional training for a minimum of two weeks annually and be available to serve in crisis zones within 30 days after call up. No more than a quarter of standby personnel would deploy at any given point in time.

The third component—the reserves—will be comprised of civilians working in the private sector or state and local governments. They will provide skills needed for R&S work that are not readily or sufficiently available within the U.S. Government, such as police and other skills related to rule of law. Reservists will train for two weeks annually and be deployable for a one year within a two-year window of service.

While the CRC is administered by S/CRS, a number of government entities have partnered in the effort, including the State Department's bureaus of International Narcotics and Law Enforcement

and Diplomatic Security, USAID, and the departments of Agriculture, Commerce, Health and Human Services, Homeland Security, Justice and Treasury.

S/CRS recently received \$75 million from Congress to establish the active and standby components. With this funding, the State Department anticipates that by fall 2009, the CRC will field 100 active and 500 standby members. Of the active component, USAID plans to recruit 37 by the end of 2009. If the effort receives full funding from Congress, the CRC will expand to 250 active members, 2,000 standby members and 2,000 reservists by 2010.

USIP: Driving the Process

Over the past decade, USIP has used its convening power and ability to formulate policy approaches to drive the process of establishing and growing the CRC. The Department of Defense, the National Security Council (NSC), Congress and the White House each supported the effort as it gained momentum.

Says USIP Vice President Daniel Serwer, “It’s a national security readiness question. The CRC brings major value added to what the U.S. government can do in a postwar situation. USIP has been a supporter for a long time. We’ve played a really important role in working out all the kinks.”



Ambassador John Herbst directs the State Department’s Office of the Coordinator for Reconstruction and Stabilization, which oversees the Civilian Response Corps.



Specialists Beth Cole, Michael Dziejdzic, and Robert M. Perito (left to right) are among the USIP staff that have led the Civilian Response Corps effort.

“We had a lot of help reaching this point,” Herbst reflects. “USIP has been a critical, if not *the* critical partner in all of this. They have been a very much appreciated counselor and ally as we’ve done the work.”

Stewart Patrick, a senior fellow at the Council on Foreign Relations who served on the State Department’s policy planning staff from 2003 to 2005, concurs. “The final shape [of CRC] owes a lot to USIP,” says Patrick, who worked closely with USIP staff as the process unfolded.

USIP began to examine the dynamics of peacemaking operations after troubled American interventions in Panama, Haiti and Somalia in the late 1980s and early 1990s. Ambassador Robert Oakley was the Institute’s first senior fellow to work on the topic in 1995. He and Dziejdzic coedited *Policing the New World Disorder: Peace Operations and Public Security*, which became a seminal work in the field. The authors recommended applying the concept of troops on standby to civilian specialists to close the public security gap in post-conflict situations.

Senior Program Officer Bob Perito, then at the U.S. Department of Justice, joined USIP as a senior fellow in 2001 to explore the role of constabulary, police, judiciary and corrections units deployed in the aftermath of war and in civil conflict. His resulting book, *Where Is the Lone Ranger When you Need Him? America’s Search for a Post Conflict Stability Force*, raised questions about military preparedness for nonmilitary tasks and called for

the establishment of a U.S. stability force comprised of police, lawyers, judges and others involved in rule of law.

Over the next few years, others began to recognize the value of USIP’s work in the field, beginning with the Department of Defense. In the buildup to the Iraq War, Chairman of the Defense Policy Board Richard Perle invited Perito, USIP President Richard H. Solomon and then-Executive Vice President Harriet Hentges to deliver a presentation on the topic. Perle then briefed Secretary of Defense Donald Rumsfeld on the issue. After this meeting, Perito briefed the Defense Policy Board at the Pentagon on the concept of civilian involvement in post-conflict affairs.

After the fall of Baghdad in April 2003, lawlessness prevailed in Iraq. That summer, NSC staff contacted Dziejdzic and asked the Institute to undertake a study focused on U.S. options to deploy rule of law specialists in post-conflict zones. Senior Program Officers Beth Cole, Dziejdzic and Perito identified and interviewed officials from rule of law entities such as the federal Bureau of Prisons, state judges and police, the U.S. Marshall’s service and the international affairs office at the Department of Homeland Security. The trio asked about the ability of these employees to contribute to a standby capability force for international deployment.

The USIP report on the topic provided the organizational design for a State Department office called the Office of Rule

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“USIP has been a critical if not *the* critical partner in all of this. They have ... the work.”

—Ambassador John Herbst

G R O U N D B R

USIP held the groundbreaking for its new headquarters on the National Mall on June 5, 2008. A bipartisan host of national dignitaries attended.



USIP President Richard H. Solomon called the groundbreaking a “major step forward in realizing a noble but daunting vision” of establishing an Institution dedicated to peace.

Solomon said, “We’re deeply committed to professionalizing the field of peacebuilding and our beautiful new building will be the headquarters of what will become a global network of professionals well-trained in the field of conflict management.”



House Speaker Nancy Pelosi discussed the site’s history as a rock quarry for building the White House and U.S. Capitol. “From this land, the foundations of democracy and freedom can be strengthened once again—when it becomes home to the U.S. Institute of Peace,” she said.



U.S. Senate Majority Leader Harry Reid discussed the need for peace after war. “Winning the peace—that is a much more difficult task,” he said. “It takes the same level of energy, analysis, planning, resources and resolve to plant the seeds of peace as it does to sharpen the spears of war.”



Solomon, Pelosi, former Secretary of State George P. Shultz, President George W. Bush, Father Theodore M. Hesburgh, Revered Sidney Lovett and Board Chair J. Robinson West turn ceremonial shovels concluding the ceremony. Construction is scheduled for completion at the end of 2010.

E A K I N G



U.S. President George W. Bush said, "I appreciate what [USIP does] to resolve conflict and support new democracies and to build peace by promoting effective diplomacy."



In his remarks introducing President Bush, former Secretary of State George Shultz called USIP an "inspirational place."



At a luncheon after the groundbreaking ceremony, National Security Advisor Stephen Hadley elaborated on the importance of USIP's efforts in Iraq and Afghanistan.



At the groundbreaking ceremony, former secretaries of state Henry Kissinger and Madeleine Albright sat side by side.



At the luncheon, USIP Board Chair J. Robinson West talked about the fundraising initiative in support of the headquarters building project.

USIP on the Ground

“Our Ultimate Replacement”: USIP Expands Network of Iraq Facilitators

Since 2004, USIP has worked to bring stability and reconciliation to Iraq. A key aspect of the effort has been training volunteer Iraqi conflict managers to build local peacebuilding capacity across sectarian, religious, tribal and geographical boundaries.

According to USIP’s Paul Hughes, Iraqi facilitators are best suited to take on conflict management work in Iraq than foreigners. “We want to make it possible for trained conflict managers to reach out to the whole country,” he says. “They are forming a nationwide network of peacebuilders that one day could become a legacy of USIP, our ultimate replacement.”

USIP has held a series of trainings in Iraq for these conflict managers

through-out 2007 and 2008. The Iraqis involved are taught the related areas of training and facilitation. As trainers, they provide conflict management training. As facilitators, they encourage dialogue, goal setting and agenda setting in meetings in a mediator-type role. More than 100 Iraqis from across Iraqi society have participated thus far, this group is anticipated to train additional Iraqis to become conflict managers.

Program Officer Maria Jessop-Mandel, who was involved in the effort, says that because Iraqis cope with conflict on a daily basis, working in conflict resolution is deeply empowering to them. “At our workshops I see this ‘other Iraq’ that most people don’t get to see. The Iraqis that we are training want to be a part of

the solution,” she reflects.

Iraq Program Director and former Baghdad Chief of Party Rusty Barber discussed the project’s origins. “The genesis for this effort was developed in Baghdad by our Iraqi team.” In 2004, USIP conducted trainings for Iraqi facilitators to develop advanced skills in peacebuilding. However, due to deteriorating security conditions, these early efforts were unsustainable. Despite the setback, some Iraqis from the initial group undertook peacebuilding exercises on their own.

After security conditions in Iraq improved, only a handful of the original group were available, as security risks had forced many of their peers to flee

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“At our workshops I see this ‘other Iraq’ that most people don’t get to see. The Iraqis that we are training want to be a part of the solution.”

—Maria Jessop-Mandel



USIP Program Officer Maria Jessop-Mandel facilitated one of the training sessions.

Rusty Barber, USIP Director of Iraq programs

Source: United States Central Intelligence Agency

USIP Afghanistan Projects Address Critical Need



Prof. Sibghatullah Al-Mojaddedi, chairman of the Afghan Upper House and former president of the Islamic Interim Government of Afghanistan, addressed rule of law issues to an audience at USIP in February 2008.

Afghanistan is vital to U.S. national security interests. Yet the conditions there have deteriorated markedly in recent months. Deaths of American troops fighting insurgents in Afghanistan since June 2008 exceeded those in Iraq. Lack of centralized authority, corruption and the narcotics trade have added to the country's woes.

Since 2002, USIP has made major efforts in Afghanistan promoting rule of law, establishing security, investing in public education and civil society, and establishing greater understanding of Afghanistan in the U.S. policy community.

In 2007, USIP opened an office in Kabul. "The need for us in Afghanistan will persist for the better part of a decade,"

"Lack of coordination actually undermines security."

—Beth Cole, USIP program officer

says USIP vice president for Post-Conflict Peace and Stability Operations (PPSO) Daniel Serwer. "Thus far, I think our efforts have been terrific. But these things don't work unless you can sustain them over lengthy periods."

Barmak Pazhwak, Afghanistan program officer in the Grant and Fellowships program, highlights the Institute's strengths in the country. "We are one of the few organizations in Washington that has that kind of capacity, direct experience and contacts in government and civil society to get increasingly involved," he observes.

Building Rule of Law and a Secure Environment

Establishing the rule of law is a cornerstone of the Institute's efforts. Afghanistan faces challenges in building a judicial system to account for past war crimes and in transitional justice.

Since 2003, the Institute has focused on the relationship between formal and informal justice systems in the country's National Justice Sector Strategy (NJSS). Approximately 80 percent of all legal dis-

putes in the country are handled through this informal system, according to Senior Rule of Law Adviser J Alexander Thier.

"Through USIP's efforts, the new NJSS includes substantial reference to the need to address and develop linkages between the state and non-state systems," says John Dempsey, head of USIP's Kabul Office and a rule of law adviser.

Transitional justice is another focal point of USIP's work in Afghanistan. A number of atrocities took place during the Soviet invasion and subsequent smaller conflicts among warlords. Ac-

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John Dempsey (left), head of USIP's Kabul Office and Rule of Law Advisor, at a rule of law conference for Afghans in Siracusa, Italy, April 2008.

Afghans and USIP staff gathered at the Siracusa conference in Italy, in April 2008. The event brought together Afghan policymakers, Afghan and international members of the country's Criminal Law Committee and comparative criminal law experts.



National Prizes Awarded in Peace Essay Contest

“The National Peace Essay Contest is one of the best ways to engage young people on issues that are as important as they are complex. I congratulate all of the winners, who are clearly emerging as leaders of their generation.”

—USIP President Richard H. Solomon



National Peace Essay Contest winners group photo.

The winners of USIP’s 2008 National Peace Essay Contest were Callie Smith from Tennessee, Kensey Berry from Arkansas and Olga Korostelina from Virginia. They won scholarships of \$10,000, \$5,000 and \$2,500 respectively.

The theme of the 2008 contest was the relationship between natural resources and conflict. Last winter more than 1,000 high school students from around the country as well as American students living abroad and in U.S. territories submitted essays on this theme. Each of the 48 state winners was awarded \$1,000 and an all-expenses-paid weeklong trip to Washington, D.C., culminating in the awards banquet.

“The talented, energetic students who join us in Washington each year—for 21 years now—bring us as much education and inspiration as we try to give them,” said Richard H. Solomon, USIP president. “Our hope is that for each winner, the National Peace Essay Contest marks the start of a lifetime of involvement in international affairs if not careers in peacebuilding.”



From left to right: Kensey Berry, Arkansas; USIP President Richard H. Solomon; Olga Korostelina, Virginia; and Callie Smith, Tennessee.

USIP Program Officer, Raina Kim (left) visits with students at the end of Day 1.



INTERACTIVE

To read Callie Smith, Kensey Berry and Olga Korostelina’s essays, the biographies of all winners and more, visit www.usip.org/ed/npec.

Public Education Center, from page 5

age where they are learning about career possibilities. The value of the PEC, she says, is in making the abstract concept of peacemaking genuine. “International peacemaking,” she observes, “doesn’t happen in the middle of the country. It happens in Somalia or some other far-off place. It is difficult for people who haven’t experienced international conflict to understand it fully.” Aall observes that students who pass through the PEC will experience “some of the tension and complexity of civil conflict, and the knowledge, skills and commitment they will need if they want to become engaged in a peace process.”

Origins of the PEC

USIP President Richard H. Solomon noted that the initial design for the new building did not include a designated educational facility. Rather, the initial idea for the PEC was an introduction to conflict management and USIP’s work in a fairly small space.

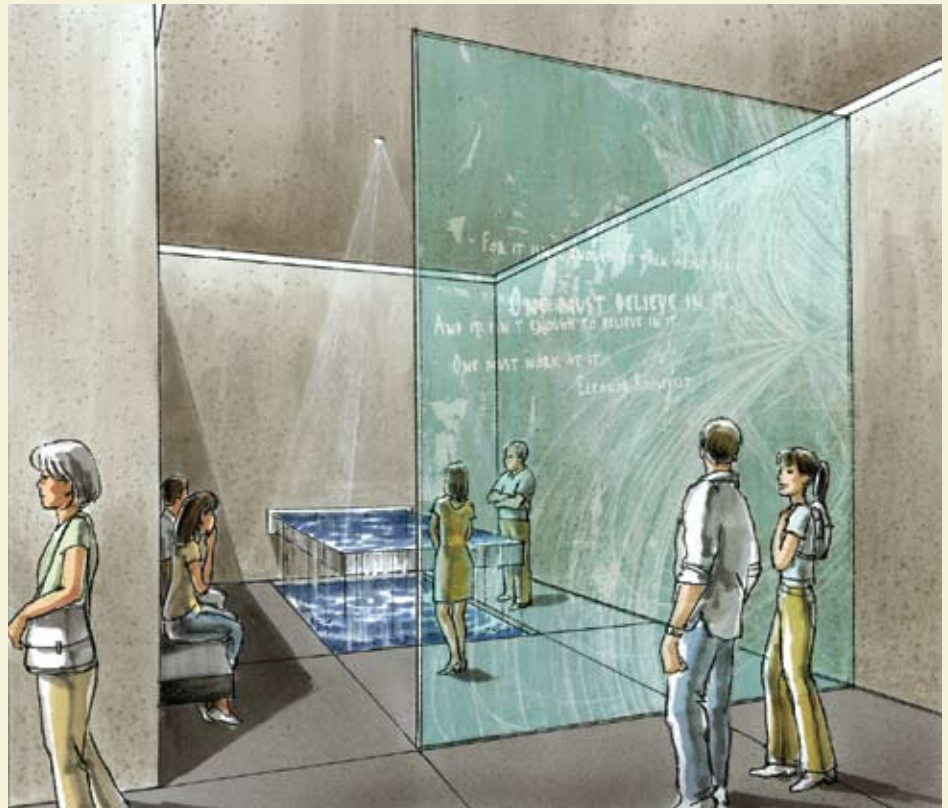
According to Sonenshine, as the USIP planners examined potential traffic to the site through a study and focus groups, it became increasingly clear that the Institute would need to provide exhibits geared to a large cross-section of visitors. Initially, the planners envisioned a space of 5,000 to 8,000 square feet for the PEC. After discussion with a design consultant, they decided to quadruple the exhibit’s size.

In 2003, the idea for a PEC underneath the headquarters Great Hall was developed. USIP worked to design the center with the help of the firm Chadborne and Associates, an exhibit design firm whose projects include the Smithsonian National Museum of American History, the Museum and Education Center at George Washington’s Mount Vernon and the National Museum of African American History and Culture.

Over six months in 2007, the Institute held a series of workshops with working teams from USIP and Chadbourne and Associates. The sessions started with a focus on core themes, message

“We spent a lot of time determining how to present the question, ‘Who is a peacemaker?’ They are not just famous people, but ordinary citizens, clergy, military professionals, aid workers and diplomats. Everyone from citizens to prime ministers plays a role.”

—Tara Sonenshine



The contemplation area will provide a quiet, meditative setting, where visitors can reflect on their journey through the PEC.

and audience and moved on to general exhibits.

In the next stage, the PEC team developed internal presentations for USIP staff to learn the parameters of the center and began to explore gaming and simulation technologies to engage students in role playing. They also began to collect photos, video clips and quotations on peacemaking for a video to examine the myriad definitions of peace.

“We spent a lot of time determining how to present the question, ‘Who is a peacemaker?’” recalls Sonenshine. “They are not just famous people, but ordinary citizens, clergy, military professionals, aid workers and diplomats.

Everyone from citizens to prime ministers plays a role.”

From the early design stages, an essential component of the PEC has been a short film for visitors on conflict resolution. USIP’s PEC team is currently exploring subjects such as nonviolent civil resistance and genocide prevention for complementary films to be shown at the center. The next steps will be to finalize the ideas behind the major exhibits and fabricate them.

Overall, as Sonenshine emphasizes, the PEC will not be another museum, but rather an “active, innovative ongoing center of learning”—that will play a vital role in the Institute’s growth and evolving mission of public education.

USIP on the Ground

Iraq, from page 10

the country. Barber likens those Iraqis to a “steady, but small flame. The trick was to re-ignite and vastly expand it,” he says.

At a November 2007 training, the original group expanded their knowledge base by learning additional USIP peacebuilding techniques. Based on this session, the Education and Training Center, led by Senior Program Officers Jacki Wilson and Keith Bowen, developed a program applicable to the entire country.

USIP’s Baghdad office staff then sought out candidates to expand the pool of conflict managers. Those selected had to be recognized as leaders in their communities with a non-sectarian agenda; be effective presenters; be educated; and be creative, extemporaneous thinkers. Ethnic, regional and gender diversity was essential. For example, one group of trainees included professors, members of provincial councils, religious leaders, doctors, lawyers, people who had worked with widows and youth and civil society representatives. In trainings held in the north, south and central regions of the country, this new crop of conflict managers participated in a two-day session on basic conflict management training that was led by the core group of Iraqis from the November session. This group subsequently took USIP’s online course on conflict resolution in Arabic.

The next step for these new conflict managers was a training in Irbil, Kurdistan, in February 2008 to develop

advanced skills in conflict resolution and the skills to train new conflict managers.

Incorporating local Iraqi scenarios was key to the session. The baseline scenario was Mahmoudiya (south of Baghdad). For a time after the overthrow of Saddam, the region was notoriously known as the “triangle of death.” USIP partnered with the U.S. Army and other organizations to pursue a number of peacebuilding efforts, the culmination of which was a major conflict resolution conference between Sunnis and Shiites in October 2007. At the Irbil meeting, the Iraqis who took part in the Mahmoudiya dialogue shared their experience with the upcoming group of facilitators.

The trainees knew Mahmoudiya as a success story. Jessop-Mandel commented on its importance. “The reason it was so effective was because it was real,” she reflects. “I think people understood that you can do something. These processes and tools can have a useful application.”

One indicator of success is that Iraqi conflict managers trained in peacebuilding techniques have started to apply them to local conflicts. For example, in Diyala province, which had been racked by violence, internally displaced persons returned home as the province stabilized. However, the returnees found that other sects did not necessarily welcome them. USIP-trained Iraqi facilitators now lead monthly discussions on the issue. To support such local efforts, the Institute’s Baghdad office offers microgrants to Iraqi conflict managers to undertake their own initiatives.

USIP specialists who participated in the effort expressed hope that as a result of the trainings, additional local reconciliation efforts will take shape at the national level across ethnic and religious lines. The Institute plans to offer additional specialized trainings to newly minted facilitators, with particular emphasis on interfaith conflict resolution.

Afghanistan, from page 11

According to Scott Worden, an adviser to the rule of law program, international and Afghan NGOs have collected a considerable amount of information about these war crimes, including documents, oral histories and forensic reports, but organizing them is problematic.

To address this challenge, USIP has partnered with American University’s Washington College of Law to establish a web-based archive of these abuses. In a related effort, the Institute is working with the Open Society Institute and the International Center for Transitional Justice to help indigenous Afghan NGOs perform documentation-related work.

USIP has also examined links between Islamic legal principles and transitional justice and their relationship to reconciliation. In addition, the Institute has worked with Afghans in the process of drafting and implementing the country’s constitution.

Lack of security is a related challenge in Afghanistan. The central government has battled insurgents since 2001 and is working to extend its authority while training new security forces. Compounding the problem, security coordination among humanitarian and foreign government organizations in Afghanistan is scattershot. This situation has caused a number of gaps and redundancies in the security field that has had serious consequences. “Lack of coordination actually undermines security,” explains Senior Program Officer Beth Cole.

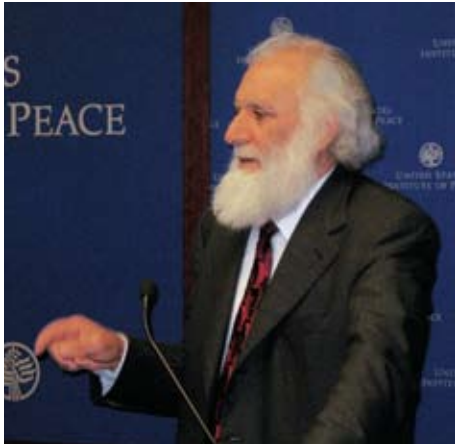
To address this problem, USIP, in collaboration with the RAND Corporation, is conducting a project to pinpoint these gaps and redundancies. The findings will be presented to policymakers in Kabul and Washington.

Related Programs

The Institute has contributed to stability in Afghanistan in a variety of other ways, including working with religious scholars, grants and fellowships and a working group.



Program Officers Jacki Wilson and Keith Bowen participated in the effort.



His Excellency Dr. Abdul Jabbar Sabit, former Attorney General of Afghanistan, makes a point at June 2008 presentation at USIP.

In recognition of the critical role Muslim leaders play in peacebuilding in Afghanistan, the Institute's Religion and Peacemaking program convened 70 Afghan religious scholars and leaders for workshops on conflict resolution and peacemaking. The program also supports teacher training workshops in cooperation with Afghanistan's ministries of religious affairs and education, and the national council of religious scholars.

USIP's grant and fellowships program has contributed as well. The Institute provided a grant to the Women Activities and Social Services Association (WASSA) based in Herat, as it conducts its dialogue and conflict resolution program through negotiation and mediation training. USIP has also established two fellowships for Afghan specialists.

Finally, USIP's Afghanistan Working Group serves as a hub for experts and U.S. government personnel working on Afghanistan, hosts meetings on current critical issues, disseminates information and creates an informal space for interagency and intergroup communication and collaboration. The Institute has also recently hosted key figures related to Afghanistan such as Abdul Jabbar Sabit, the country's attorney general; famed journalist Ahmed Rashid; and Professor Sibghatullah Al-Mojaddedi, chairman of the Afghan Upper House and former president of the country's Islamic interim government.

Civilian Response Corps, *from page 7*

of Law Operations (ORLO) to house such efforts. The authors noted, however, that the other functions essential to stabilizing a state emerging from internal turmoil would also be required.

Clint Williamson, then director of Stability Operations at the NSC, worked to expand the concept beyond an office focused on rule of law issues to several other areas, including humanitarian assistance and governance. The Pentagon also took an increasing interest in the subject, as strategists wanted to limit the need for U.S. soldiers to be charged with responsibilities best performed by civilians.

Congress engaged in the growing effort to more closely integrate military and civilian functions in post-conflict environments. An advisory group focused on stability and reconstruction, convened by Senators Joseph Biden, Richard Lugar and others, began to meet. In addition to the Institute, other organizations participated in the meetings, including RAND, the Center for Strategic and International Studies and National Defense University.

Subsequently, Lugar and Biden proposed the Stability and Reconstruction Management Act, which called for the establishment of S/CRS and the CRC. The legislation proposed civilians for operations in areas such as rule of law, financial management and agriculture. USIP advised the group that formulated this legislation. The bill passed the Senate Foreign Relations committee, but did not go further.

However, the creation of the S/CRS office was a breakthrough for USIP's efforts. The department's policy planning office accepted USIP's recommendation to establish a coordinating bureau for civilians in post-conflict environments. "We were amazed. For something like that to happen in the USG at that speed, it's pretty unprecedented," reflects Cole. However, the office lacked a legislative mandate and was initially staffed with only eight state department officials. Ambassador Carlos Pascual was appointed as the first S/CRS coordinator.

USIP then worked with S/CRS staff to establish working groups on transitional governance; disarmament; demo-

bilization, and reintegration; elections; media; the role of women; economic development and management of natural resources. The strategic planning staff at S/CRS adopted "conflict transformation as their strategic planning paradigm. This concept was explored in the USIP publication, *Quest for Viable Peace* which was co-edited by Dziejdzic. Perito and Senior Rule of Law Advisor J. Alexander Thier worked to integrate civilian police and judges into discussions on the effort.

Although funds from Congress to support the CRC did not materialize, USIP persisted in its efforts to develop the theoretical framework for the corps. "USIP decided that this was too important. No matter what happened on the legislative front, this was an idea to put in front of the U.S. government because of demands out there," remarks Cole.

In a major boost, the White House became directly involved when President Bush authorized National Security Directive 44 which gave the secretary of state the authority to manage stabilization responses through S/CRS.

As the effort took shape, it became evident that all the skills for civilians to apply in conflict zones were not housed or easily available within the federal government. Herbst, who replaced Carlos Pascual as director of S/CRS, introduced the idea of three separate modules—active, standby and reserve—to better meet anticipated needs for civilian specialists in managing a transition from conflict.

In July 2008, the CRC was formally launched. USIP has continued to support the inauguration of the CRC by conducting workshops to develop a recruitment strategy for police and other positions related to the rule of law.

USIP anticipates that it will provide education and training for members of the CRC in coming years. Serwer projects that the Institute will provide "the training required to make a lawyer from Des Moines into an effective mentor of justice ministry officials in Kabul."

Herbst notes that, "The success we've achieved—and I don't want to overstate it because we've got a long way to go—is in large part due to help from our friends. USIP is very important there."

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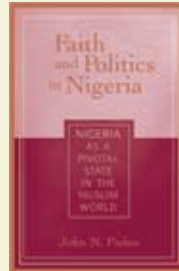
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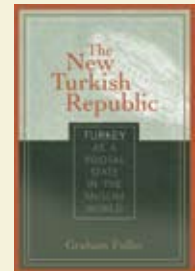
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