UNITED STATES INSTITUTE OF PEACE

PeaceWatch

1984 2009

United States Institute of Peace

CELEBRATING 25 YEARS OF PEACEBUILDING

Breaking New Ground

United States Institute of Peace Headquarters under construction, April 2009.

At the corner of Constitution Avenue and 23rd Street, on one of the most historic and visible tracts of land by the National Mall in Washington, D.C., one can see a building emerging—the United States Institute of Peace headquarters. The building site faces the Lincoln Memorial and stands adjacent to the Korean War and Vietnam Veterans memorials. Juxtaposed among these war memorials, the permanent headquarters of the United States Institute of Peace will become one of the most important symbols of peace for the 21st century. This spectacular location represents an unprecedented opportunity to create a lasting public presence for peacemaking and give prominence to the work of the Institute. As many of our supporters observe, this is one of the most timely and urgent projects under construction in the national capital today.

Designed by Moshe Safdie and Associates, the headquarters building is a symbolic architectural statement, visible along the capital skyline, of our nation's commitment to international conflict management and peacebuilding. The new building will enable the Institute's staff and fellows to continue developing practical and innovative tools for peacebuilders that can be applied on the ground in some of the world's most difficult areas of conflict. The 150,000 square-foot, five-story building will house offices for program and administrative staff and research fellows, a library and archives, a state-of-the-art conference center, and a Public Education Center (PEC).

The headquarters facility's Public Education Center will serve as an innovative learning laboratory for students with global curiosity, as a place to inspire and challenge young people to think about how they can contribute to the creation of a more peaceful, less divided international community. With over 20,000 square feet of interactive exhibits and displays, the

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Spring 2009
25th Anniversary Special Edition

Breaking New Ground, *from page 1*

March 15, 2007.

February 10, 2009.

October 22, 2008.

Building a permanent home for the Institute in our nation's capital is an unparalleled investment in the peaceful management of present and future conflicts.

—Former Secretary of State George P. Shultz and Father Theodore M. Hesburgh

education center will explore issues critical to global security and international peace. The PEC represents an expansion of the Institute's education mandate by making our work more accessible to students and tourists. Research indicates that the Center will attract upwards of 500,000 visitors annually, educating them about peacebuilding while greatly expanding the Institute's outreach.

The headquarters' Negotiation and Conference Center will expand the Institute's role as a convener, bringing together government and military personnel, civil society leaders, and the staff of non-governmental and international organizations. The center includes a 230-seat auditorium and a 60-seat briefing room amphitheater for conferences, symposia, public lectures, film screenings and public addresses. The center is central to the mission of the Institute and annually will host hundreds of meetings attended by thousands of participants.

As one of the first Leadership in Energy and Environmental Design (LEED®) certified buildings in the National Mall areas, the building will reflect the Institute's commitment to educating and training leaders committed to building a more peaceful future for our world. The headquarters project is registered with the U.S. Green Building Council, developers of the LEED® rating system for sustainable building design and construction. LEED® buildings are designed to operate at high levels of performance and provide healthier environments for their tenants as well as the surrounding neighbors.

The Institute officially broke ground on June 5, 2008, marked by a ceremony held on the grounds of the site. President George W. Bush, Speaker of the House Nancy Pelosi, Senate Majority Leader

USIP Timeline

Although President Ronald Reagan did not sign the legislation that established the United States Institute of Peace until 1984, the campaign for the Institute's foundation actually began nearly ten years earlier, when the idea of a national peace academy was first brought to the Senate floor. It was the first of many milestones throughout USIP's remarkable history.

Harry Reid, former Secretary of State George P. Shultz, and Father Theodore M. Hesburgh were among the bipartisan group of speakers who joined in celebrating this remarkable day in the Institute's history. National Security Adviser Stephen J. Hadley spoke at the Kennedy Center Luncheon following the ceremony. Institute President Richard H. Solomon said at the event, "a quarter century after our establishment by Congress, we find ourselves entering a new era in international affairs. Through the Institute's acquisition of this magnificent piece of land and Congressional support for part of the building project, the U.S. government has recognized the increasing importance of the Institute's contribution to international conflict management and peacebuilding."

On May 8, the Institute joined Clark Construction for a "topping out" ceremony to celebrate the completion of the concrete structure. The exterior walls of the building are now visible to individuals passing by the northwest corner of the National Mall. Remaining to be completed are the roof installation and the interior space. By late autumn of 2010 visitors entering the city from the west will be greeted by this dramatic symbol of peace. Track the progress being made at the site by visiting the following URL: http://oxblue.com/pro/open/?webPath=usip.

Building a permanent home for the Institute in our nation's capital is an unparalleled investment in the peaceful

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Above: Barbra Streisand and James Brolin hosted USIP Board Chairman Robin West, USIP President Richard H. Solomon and former Secretary of State Madeleine Albright at their home in Malibu, California, for a reception on March 21, 2009. Invited guests learned more about USIP and its plans to honor Secretary Madeleine Albright as an exceptional world leader and peacemaker, by recognizing her leadership in the Institute's new Headquarters.

Below: Board Member and President of Quality Care Consultants Ikram U. Khan greets Richard Holbrooke, the United States Special Envoy for Afghanistan and Pakistan, at a Board Meeting in April 2009.

PeaceWatch

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1976 Senators Vance Hartke and Mark Hatfield introduce a bill to create the George Washington Peace Academy. Congress agrees the idea warrants exploration.

On the Ground in Zones of Conflict

Iraq

USIP has worked on the ground since 2004 to promote stabilization and reconciliation in Iraq, strengthening governance and civil society, giving the next generation a stake in peace and stability, and facilitating positive international engagement. USIP's Baghdad office continues to grow and expand its reach with robust training, particularly of Iraqi conflict managers and groundbreaking work to rehabilitate and re-equip Iraq's educational infrastructure. The Institute's collaborative work with the U.S. Army in Mahmoudiya led to an unprecedented reconciliation between local Sunni and Shia leaders. We shall apply that model in Diyala province. At the same time, the Institute continues its research and publications on Iraq and its neighbors.

As part of its ongoing initiative to promote Iraq's reintegration with its neighbors, USIP organized a high-level study mission in January that visited Syria and Saudi Arabia. The 10-member delegation, co-sponsored with the Stimson Center, met with a wide range of officials, NGOs and businessleaders, including Syrian President Bashar al-Assad and Prince Turki al-Faisal of Saudi Arabia.

Afghanistan

Since 2002, USIP has facilitated the transition from war to peace with the application of rule of law, establishing security, investing in public education and civil society and creating a deeper understanding of Afghanistan in the U.S. policy community. We opened an office in Kabul in 2007, becoming one of the few organizations in Washington, D.C., with on the ground capacity, direct experience and contacts in government and civil society. USIP promotes peacebuilding in

Clockwise: Two Sudanese women participate in a workshop activity designed to help them focus on common interests and experiences rather than ones that set them apart. A gas stop becomes an opportunity to grab some food in the Nuba Mountains region of central Sudan. This young girl is selling groundnuts (peanuts) and a sweet sesame snack. Participants of a Nyala Darfur program are responding to a group presentation, December 2007. Senior Program Officer Jacki Wilson in Darfur, March 2006, meeting with tribal leaders.

Far left: Senior Program Officer Nina Sughrue with Afghanis participating in USIP's Network of Afghan Facilitators program. The program, initiated in 2008, is modeled on the Institute's Network of Iraq Facilitators program. Once they learn the conflict resolution curriculum, they will be certified to conduct their own Peacebuilding workshops around the country.

Left: Afghanis participating in USIP's Network of Afghan Facilitators program.

1979 President Jimmy Carter appoints eight members to a commission to conduct further research into the establishment of a Peace Academy. Senator Spark Matsunaga chairs the commission, which explores theories, approaches and organizations involved with the resolution of international conflicts.

Afghanistan through mediation, training in conflict resolution skills for groups such as religious leaders and by creating a network of Afghan conflict managers.

Sudan

The Institute remains deeply involved in Sudan's north-south conflict and the continuing violence in Darfur. We are building conflict resolution capacity and strengthening civil society. Partnering with others, the Institute is improving civil participation and social cooperation through education workshops and trainings focused on youth.

Africa

Our religion and peacemaking work and rule of law programs have brought experts to all parts of Africa, including conflict management training for civilian members of the Sierra Leone government and its military, resolving conflicts between Christians and Muslims in Nigeria, and projects on Somalia, Congo, Angola and Mozambique, among others. We have been building on work with South Africa's Truth and Reconciliation Commission to develop model codes of justice. Through interfaith dialogues and other activities, the USIP-sponsored film "Confronting the Truth" has been screened throughout Africa. Former USIP fellow Francis Deng has published through the Institute Press a book on identity, diversity and constitutionalism in Africa.

Left and below: Francis Deng, author of Identity, Diversity, and Constitutionalism in Africa *and special adviser to the UN for the prevention of genocide, speaks at the Mayflower Hotel, April 2009.*

Rwandan military officers participate in a peacekeeping workshop in preparation for their deployment to Darfur in February 2008.
—Workshop organized by USIP's Senior Program Officer Keith Bowen and Deputy Director for Training Ted Feifer

Pakistan

Institute specialists draw on their expertise in Pakistan to build up projects that strengthen civil society. Specialists work with parliamentarians and others on conflict resolution and training. USIP experts and fellows research Pakistan and Afghanistan to combine knowledge with expertise in the field.

Iran

The Institute's groundbreaking work on religion and peacemaking led to a historic conference in 2007 in Iran with ten American Muslim scholars exploring shared concepts of peacebuilding. USIP has advanced understanding of Iran through its publications exploring the meaning of Islamic texts, the hosting of an Iranian fellow, and a forthcoming book, *Negotiating with Iran*.

Arab-Israeli Peacemaking

USIP is active in the peace process through grants, fellowships, programs and a conflict team that focuses on Arab-Israeli relations. Last year's publication of a book by Daniel C. Kurtzer and Scott B. Lasensky on Arab-Israeli peacemaking drew wide praise. This year we also examined humanitarian assistance to Gaza. We are

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1981 The commission issues its report recommending the creation of a national peace academy. Senators Mark Hatfield, Spark Matsunaga and Jennings Randolph, along with Congressman Dan Glickman, sponsor bills based on the recommendation.

Educating and Training Peacemakers

Education and Training Center

To address the need for improved capacity in conflict management skills, USIP is expanding its education and training programs to prepare practitioners across institutions to work effectively in conflict zones abroad. Drawing on 25 years of leadership in international conflict management, the courses compliment existing academic and professional programs.

This year the Institute piloted 17 new courses including Preventing Deadly Conflict, Security and Protection in Fragile States, Leading Teams in Conflict Environment, and Engaging With Identity-Based Differences. These courses combine theory and practice.

As we prepare to launch our new education and training center, we are also developing more distance learning courses to reach even broader domestic and overseas audiences in multiple languages. Pathbreaking work continues with secondary and university education in international relations, conflict resolution, human rights and peace studies including curriculum development in conflict zones and a special focus on training Iraqi and Afghan facilitators and building the leadership of higher education institutions in conflict zones.

National Peace Essay Contest

Since its founding, the Institute has built on a fundamental education and training mandate from Congress. This year we bring our 22nd class of National Peace Essay Contest winners to Washington as part of our high school essay contest. The topic this year focuses on "Confronting Crimes Against Humanity" and the need to find effective ways of protecting civilians from mass killings and targeted attacks in conflicts. Each year the Institute hosts first-place state winners for a week of programs including simulations, meeting with U.S. government officials and the awards banquet.

"I learned more about the world and diplomacy than I ever imagined. . . . I will share what I learned during the week with my school and my community."

—Elizabeth Ross, Montana state winner, 2007

In Washington, D.C., this year's state-level winners will participate in a three-day simulation focusing on the current situation in the Kivu region of the Democratic Republic of the Congo. Using a fictional case where a special meeting is called by the United Nations and the African Union, students will engage in role-play to make recommendations for addressing massive crimes committed against civilians in ways that help build enduring peace in the region. From June 21 to June 26, they will also visit institutions in Washington, D.C., that are active in the field of international peace and conflict, such as the U.S. Institute of Peace, the U.S. Capitol and the U.S. Agency for International Development, where they will meet and speak with leading practitioners and researchers and high-level government officials. An awards banquet will

Top right: The 2007 winner from Illinois, Yi Lu, poses with Senator Dick Durbin and Barack Obama, both of whom addressed the state-level winners during their visit to Capitol Hill.

Second right (l-r): Craig Jones, Program Instructor, Cathy Sun, second place, National level 2007, Betty Bigombe, former USIP Fellow, and Raina Kim, Program Officer.

Third right (l-r):State winners Steven W. Williams (MI, 2007), Amanda A. Johnson (AZ, 2007), and Maya M. Hlavacek (WI, 2007).

Bottom: The 2007 state winners of the National Peace Essay Contest.

"Our certificate presentations are often festive affairs. The Nyala Darfur program participants feel a great sense of pride and accomplishment."

—Jacki Wilson

be held on June 25 to recognize the accomplishments of the students and Wolf Blitzer, the anchor of CNN's The Situation Room, will be the keynote speaker.

Conflict Management Training

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 governments, officials, diplomats, development and humanitarian aid workers, military personnel and members of the private sector benefit from Institute training. Examples include training local leaders in Iraq and the Balkans in interethnic dialogue, helping women leaders in Afghanistan and Pakistan with negotiation and mediation skills, addressing conflict management in Colombia and training local leaders in Sudan.

Civil-Military Cooperation

USIP is enhancing civilian-military cooperation and producing a comprehensive doctrine for civilians in stabilization and reconstruction missions worldwide. The Institute is also developing open-source software that will allow subject-matter experts with no programming experience to create meaningful, multiplayer on-line simulations to teach the lessons of peacebuilding.

SENSE

USIP is the sole U.S. licensee for the IDA-developed Strategic Economic Needs and

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Above: Senior program officers Jacki Wilson and Linda Bishai, their co-trainer and local partner Abdel Mitaal Girshab (Institute for Development of Civil Society) and their translator Aden. They are congratulating a Sudanese human rights lawyer on successfully completing their citizenship skills workshop.

Above: Children participating in a youth workshop, "Educating Today's Youth for Tomorrow's Peaceful Sudan," held in Khartoum, Sudan, in March 2007.

Above: USIP staffers Manal Omar and Andrew Blum try their hands at the SENSE simulation.

Below: USIP staffers Joseph Lataille, Doug Leins, and Sara Thrall participate in training for the SENSE computer program, which uses a simulated post-conflict environment to strengthen the user's negotiating and decision-making skills.

Below: Rwandan military officers participate in peacekeeping training in preparation for their deployment to Darfur, February 2008.

—training put on by Senior Program Officer Keith Bowen and Deputy Director for Training Ted Feifer

1986 Board of Directors holds first meeting. A staff of three opens the Institute's first office at 730 Jackson Place in Washington, D.C.

Building the Profession, Broadening a Field

USIP is building the field and broadening outreach through research, education, grants, training, fellowships and innovation with a top team.

Grants

The Institute invests each year in nonprofits, educational institutions and research organizations throughout the world through a vibrant and dynamic grants program. Between 1986 and 2008, USIP invested in nearly 2,000 peacebuilding projects in almost every zone of conflict. Past grantees form part of our growing alumni network in the United States and abroad.

Fellowships

The Institute's Jennings Randolph Program for International Peace offers fellowships to senior practitioners, policymakers, scholars and journalists working on books and research projects in our field. Since the program's inception, fellows have produced over 125 books and special reports. We also have nonresident Peace Scholars Dissertation Fellowships and shorter-term fellowships.

USIP has a special focus on the Muslim World through its grants, fellows and programs that focus on democratization and political reform in the Middle East and easing sectarian and ideological conflicts.

Online and In Print: The Institute's Substantive Publications

The Institute publishes reports, books, guides, training manuals and a host of Web products that policymakers and practitioners rely on worldwide, including Congress, which utilizes our materials for briefings and hearings. We have an active publications program and the Jeanette Rankin Library houses a unique digital collection of peace agreements. A principal teaching text, *Leashing the Dogs of War: Conflict Management in a Divided World*, is an award-winning book. We are developing new tools to reach our growing USIP alumni community.

As the Institute grows, its technology and information capacity has met the changing needs of a wired world while retaining the ability to reach people in the field. Foreign service and military institutions use the USIP *Guide for Participants in Peace, Stability, and Relief Operations*, which is issued in portable printed and online formats. We partnered on the development and publication of "Guidelines for Relations Between U.S. Armed Forces and Non-Governmental Organizations." In addition, we offer Web-based initiatives such as the Institute's International judges, prosecutors, defense attorneys, civilian police, corrections officers and legal advisers. USIP has a Peacemaker's Toolkit series,

Former USIP training program officer Jonathan Morgenstein plays with a child during a workshop on Conflict Resolution and Customary Law in Darfur, Sudan.

Scott Lasensky, Yehoshua Ben-Arieh, Moshe Maoz, Sam Lewis, and Bill Brown at a January 2009 USIP co-sponsored conference in Jerusalem on the impact of U.S. diplomacy on Arab-Israeli peacemaking. Lasensky is a senior research associate at the Institute. Maoz is a former Jennings Randolph senior fellow, and Ambassador Lewis served as president of USIP.

and content aggregation sites for media, NGOs, the UN community and others working in our field. Distance learning courses have been incorporated into curricula at many institutions and we translate work into multiple languages.

Innovations in Peacebuilding: Centers of Innovation

Religion. In 1990, the Institute established the Religion, Ethics, and Human Rights program which grew into the Religion and Peacemaking Center of Innovation. This Center has helped strengthen the peacemaking capacity of religious leaders and faith-based organizations in many nations, working on the ground in dozens of conflict zones to build capacity. Its partnerships and programs have led to important work such as the Alexandria Declaration, which created ongoing dialogue between Israelis and Palestinians. Projects have been launched with religious and community leaders in Uganda, Sudan, Lebanon, Iraq, Macedonia, Colombia and Sri Lanka. USIP works to promote the teaching of tolerance, pluralism, peace and gender equality in Indonesia, Pakistan and Afghanistan.

Rule of Law. Our Rule of Law Center of Innovation is one of the preeminent centers in the world on constitution making, confronting the legacy of past abuses, model criminal codes, crime in post-conflict societies and building the best practices in the field of law. In 2001 USIP launched the Model Codes for Post-Conflict Criminal Justice Project, which broke new ground in providing practical guidance on how to translate international human rights and criminal law standards into everyday practice. Rule of Law transformed the Balkans with its building of legal systems and now continues its work in Afghanistan, Iraq and throughout the world.

Our **Media, Conflict and Peacebuilding Center of Innovation** harnesses the power of media for peacebuilding and develops new strategies for countering the abuse of media during conflict. **The Science, Technology and Peacebuilding Center of Innovation** links those fields by identifying promising new practices in science and technological innovation to pool and disseminate ideas in promoting peace.

The Institute has a **Sustainable Economies of Innovation Center** that analyzes complex economic relationships during all stages of conflict and designs capacity-building tools, linking information and stakeholders in ways that apply economic models and resources.

*Left: Colette Rausch, Nepal. Colette is deputy director, **Rule of Law Center of Innovation**.*

*Below: Alex Thier, senior **Rule of Law** adviser, with Afghanis at USIP's Conference on the Relationship between State and Non-State Justice Systems in Afghanistan. December 2006.*

1994 Ronald Reagan and Jimmy Carter receive the Spark M. Matsunaga Medal of Peace. Also in 1994, USIP holds its first major conference, Managing Global Chaos.

Supporting Policymakers: The

The Institute has unique convening power. It is the "go-to" place for independent, bipartisan and imformed assessments of complex foreign policy issues, enabling it to bring together organizations and people from multiple disciplines in a bipartisan way. Our collaborative efforts strengthen our conflict management programs and processes.

At a luncheon after the ground-breaking ceremony, National Security Adviser Stephen J. Hadley, a senior adviser at the Institute on international affairs, elaborated on the importance of USIP's efforts in Iraq and Afghanistan.

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.

Passing the Baton

On January 8, 2009, the United States Institute of Peace convened *Passing the Baton 2009*, a remarkable full-day public conference that assembled over 1900 high-level, bipartisan U.S. foreign policy leaders to speak on crucial foreign policy and security issues facing the Obama administration as it transitioned into power.

Passing the Baton 2009 attracted almost 50 high-level speakers. Topics ranged from the future of U.S. involvement in Iraq and Afghanistan to nuclear nonproliferation to genocide prevention to the online media's role in conflict prevention. The event helped the Institute fulfill its educational mandate from Congress to explore the most pressing issues of war and peace with the public.

Some of the notable speakers of the day were General David Petraeus, World Bank President Robert Zoellick, USAID Administrator Henrietta Fore, former Secretary of State Madeleine Albright, former Secretary of Defense William Perry, General Anthony Zinni, former National Security Adviser Zbigniew Brzezinski, former Special

Left: General David H. Petraeus of the United States Central Command addresses the Passing the Baton audience during a panel discussion about the future of Afghanistan.

Bottom left and right: Panelists for the "Proliferation, Catastrophic Terrorism and a New Security Paradigm" seminar included Wendy Sherman, Secretary of State Madeleine Albright's former counselor (left), former Secretary of Defense William Perry, former Assistant Secretary of State for African Affairs and USIP board member Chester Crocker, former Assistant Secretary of Defense for Policy Eric Edelman, former National Security Council senior directors Robert Joseph and Daniel Poneman.

1996 USIP Press publishes Michael Lund's *Preventing Violent Conflict*, which becomes a foundational text for conflict managers.

Institute's Convening Power

Adviser to the United Nations Secretary-General Lakhdar Brahimi, Chairman of the Institute for State Effectiveness Ashraf Ghani, Special European Union Representative for Afghanistan Francesc Vendrell and Congressman Tom Perriello (D-VA).

Senator Richard Lugar (R-IN), Chairman of the Joint Chiefs of Staff Admiral Michael Mullen, Congresswoman Nita Lowey (D-NY), and Congresswoman Ellen Tauscher (D-CA) were among those who spoke in support of the Institute's work at the conference's closing reception commemorating the Institute's 25 Years of Peacemaking.

Passing the Baton 2009 was a follow-up to an event by a similar name that USIP sponsored eight years ago on the eve of the Bush administration's move to the White House. Today, America is amid another leadership transition and is facing ever-more challenging international and domestic circumstances.

The *Passing the Baton* event archive available online provides a truly comprehensive look at the conference offerings: www.usip.org/baton2009.

The Dean Acheson Lecture

In honor of Dean Acheson's service to the United States and the cause of peace and innovation in peacemaking, USIP has initiated a lecture series to highlight the important topics of the day that further the mission of the Institute of Peace: preventing and resolving violent international conflicts, promoting post-conflict stability and development and increasing conflict management capacity, tools, and intellectual capital worldwide. Robert M. Gates, the current secretary of defense, gave the first presentation on October 15, 2008. Secretary Gates has established a speaking record on the need to properly train and equip civilian conflict managers to support the military in conflict prevention and reconciliation efforts. His advocacy of building civilian capacity supports the Institute's plans to establish and expand the professional Education and Training Center.

Media as Global Diplomat

On February 3, 2009, USIP joined International Television Service (ITVS) to convene Media as Global Diplomat, a day-long conference that brought together many of the top thinkers in U.S. public diplomacy and strategic communication with independent film and media producers. Their goal was to identify innovative paths

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Top left: Legendary journalist Ted Koppel moderated the "Media as Global Diplomat" conference, which featured media specialists from the government, news, and entertainment fields.

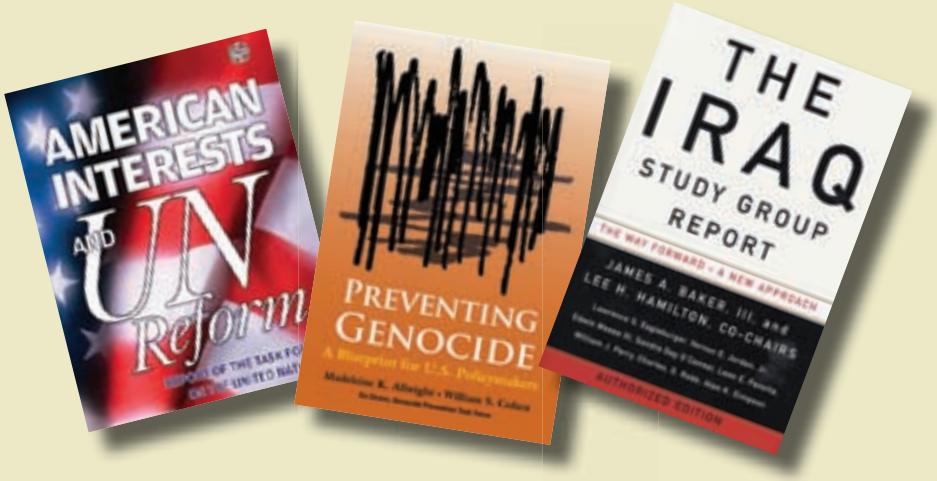
Left: Secretary of Defense Robert M. Gates delivering the keynote speech at the Inaugural Dean Acheson Lecture on October 15, 2008 in Washington, D.C.

Right: Former Assistant Secretary of State for African Affairs Chester Crocker, former Secretary of Defense Frank Carlucci and USIP Chairman of the Board J. Robinson West convene after the Acheson Lecture.

2000 USIP's "Balkans Initiative" supports the end to violence caused by the Yugoslav wars.

Convening Power, *from page 11*

forward in the increasingly important effort to improve mutual understanding between the United States and other countries through communication and media. Held at Washington D.C.'s Newseum, the event was moderated by iconic newsman Ted Koppel and included speakers Kathy Bushkin Calvin of the United Nations Foundation, Ambassador Edward Djerejian of the Baker Institute, Abderrahim Foukara of Al Jazeera International, former Under Secretary of State for Public Diplomacy and Public Affairs James Glassman, Andrew McLaughlin of Google, James Zogby of the Arab American Institute and Carol Giacomo of *The New York Times*.



Task Force on the United Nations

In December 2004, USIP was directed by Congress to create a Task Force on the United Nations, with the goal of providing a report that assessed the extent to which the United Nations was fulfilling the purposes stated in its Charter. The Task Force conducted a massive amount of research both in the United Nations headquarters and on missions on the field. Their work focused on five themes: 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; and fostering economic development and reducing poverty.

The Task Force was co-chaired by Newt Gingrich, former speaker of the House of Representatives, and George Mitchell, former majority leader of the Senate, both of whom later testified about their findings before the House Appropriations Subcommittee on Science, State, Justice and Commerce.

Genocide Prevention Task Force

The Genocide Prevention Task Force was convened by the United States Holocaust Memorial Museum, The Academy of Diplomacy, and the United States Institute of Peace to generate practical recommendations to enhance the U.S. government's capacity to respond to emerging threats of

Former Secretary of State Madeleine Albright and former Secretary of Defense William Cohen introduce their report, "Preventing Genocide: A Bluepring for U.S. Policymakers" to the American public through a press conference held at USIP headquarters on December 8, 2008.

Former Secretary of State Albright speaks at the launch of the Genocide Prevention Task Force.

2001 The first *Passing the Baton* conference marks the transition from the Clinton to the Bush administration.

Above: William Perry, Chair of the U.S. Congressional Committee on the Strategic Posture of the United States, speaks about nuclear proliferation at USIP's Passing the Baton conference in January 2009.

mass atrocities and genocide. Co-chaired by former Secretary of State Madeleine Albright and former Secretary of Defense William Cohen, the task force produced a blueprint to enable the United States, along with international partners, to take preventative action that will forestall the specter of future cases of genocide and mass atrocities. That work has continued with a working group on genocide prevention with honorary co-chairs Albright and Cohen.

Iraq Study Group

USIP facilitated the Iraq Study Group along with the Center for the Study of the Presidency, the Center for Strategic & International Studies and the James A. Baker III Institute for Public Policy at Rice University.

On March 15, 2006, members from both parties in Congress supported the creation of the bipartisan Iraq Study Group to review the situation on the ground and propose strategies for the way forward. For more than eight months, the Study Group met with military officers, regional experts, academics, journalists and high-level government officials from America and abroad. The Iraq Study Group, co-chaired by former Secretary of State James A. Baker III and former Congressman Lee H. Hamilton, presented unanimous recommendations to the President, Congress and the American people for actions to be taken in Iraq, the United States and the region. Some of the most important recommendations called for new and enhanced diplomatic and political efforts in Iraq and the region, and a change in the primary mission of U.S. forces in Iraq that would enable the United States to begin to move its combat forces out of Iraq responsibly.

Commission on the Strategic Posture of the United States

Based on its proven professionalism and efficiency with the Iraq Study Group and the Task Force on the United Nations, the Institute, with the support of the Institute for Defense Analyses, was asked to facilitate the work of the Congressional Commission on the Strategic Posture of the United States. The Commission's interim report was an analysis of the nation's strategic environment and the growing threat of nuclear terrorism. The interim report also provided several findings on national military capabilities, arms control initiatives and nonproliferation strategies.

The Commission, created by the National Defense Authorization of 2008, is chaired by former Secretary of Defense William Perry and vice chaired by James Schlesinger, who is a former Secretary of Energy and Secretary of Defense. Other members of the Commission include former CIA Director James Woolsey, former Senator and NASA astronaut John Glenn, Fred Iklé, former director of the Arms Control and Disarmament Agency and former congressman and co-chair of the Iraq Study Group Lee Hamilton.

Right: The Iraq Study Group spent nearly a year developing their recommendations for operations in Iraq.

Below: A press conference was held in support of "The Iraq Study Group Report: The Way Forward—A New Approach" on December 6, 2006.

2004 USIP expands Iraq activities with the support of a $10 million appropriation. USIP focuses its initiative in Iraq on reducing inter-religious violence and hastening stabilization and democratization.

Breaking New Ground, *from page 3*

management of present and future conflicts. Through our cutting-edge research and development of tools for innovative peacemaking, the Institute has established itself as a vital piece of the process of preventing, managing, and resolving conflicts. Thus, a contribution to the Institute's *Building for Peace* capital campaign takes the long view toward a world committed to the peaceful resolution of international conflict, helping to empower future generations with effective tools to address conflict in a nonviolent manner. Few organizations offer the potential represented by the Institute for saving lives and resources and decreasing suffering around the world. By supporting the Institute, you can invest in a more peaceful future. To learn more about our programs and contributing to the building campaign, please visit www.usip.org.

On the Ground, *from page 5*

convening a high-level study group on Arab-Israeli peacemaking.

Work continues on assessing the capacity of and priorities for Palestinian universities and for Israeli educators, and cultivating relationships within and between key sectors of Arab and Israeli society. USIP's Lebanon Working Group attracts a wide range of experts and practitioners. Through our religion and interfaith dialogues, we continue to work on religious tolerance in Saudi Arabia and the wider Middle East.

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, which focuses on mobilizing moderates, marginalizing militants and bridging divides. Through the Islamic Renewal Project, we have helped broaden societal and government support for moderate Islam in the Muslim world.

Senior Program Officers Nina Sughrue and Linda Bishai with the participants of their workshop in Islamabad, Pakistan. The subjects of the workshop, held in conjunction with the Pakistan-based Sustainable Development Policy Institute, included leadership skills, negotiation and problem-solving, May 2008.

Top right: Jacki Wilson teaches a workshop on electoral violence prevention in Khartoum, Sudan, in January 2009.

Bottom right: Kelly Campbell with Sudanese participants in a workshop on electoral violence prevention in April 2009.

The Balkans

USIP is one of the few organizations that has continued on the ground involvement in the Balkans throughout the last decade. 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. We sponsored the first exchange between the International Criminal Tribunal in The Hague and the Bosnian public. We helped create a process for Bosnian constitutional change, and we advised during the cre-

Above: Workshop in Sudan, December 2007.

Below: Keith Bowen leads a Conflict Resolution Training workshop in Dilling, Sudan, in August 2006.

ation of a national truth commission. To prevent renewed violence in Kosovo, the Institute conducted a pioneering summit with Kosovar, Albanian and Serb leaders, which led to further training and to the Kosovo Association of Municipalities.

Europe and Russia

The Institute continues to publish widely on Europe, NATO, Russia and Ukraine and to use its convening power to share lessons learned from international organizations to fragile states. We also have grantees working on the difficult challenges of political violence in Chechnya. Over the years, USIP has worked throughout central and western Europe. The Institute sponsored education initiatives in Bulgaria, supported training programs in Northern Ireland and worked with the Organization for Economic Co-operation and Development (OECD) and Poland.

Asia

Institute experts focus on Northeast Asian security, economic, and energy issues and U.S. foreign policy toward the region. We have a U.S.-China Project on Crisis Avoidance and Cooperation and a Trilateral dialogue, which brings together U.S., South Korean and Japanese partners. Our Korea Working Group convenes the leading practitioners and experts on peace and stability on the Korean peninsula.

Western Hemisphere

In its early years, USIP played a role in bridging the leadership of Peru and Ecuador during their conflict. We have supported clergy in Guatemala following the 1996 Peace Accords. Today, we have a USIP Working Group on Haiti that formulates policy to deal with the political, social and economic problems in Haiti. Training and educational programs continue in Colombia, particularly focused on negotiation, mediation and preparing women leaders. USIP has collaborated with the Organization of American states and conducted workshops and courses in Costa Rica.

Cross-Cultural Negotiations

The Institute focuses on analyzing distinctive negotiating skills and styles in diverse countries and regions such as Russia, China, North Korea, Japan, France, Germany, Iran, Israel-Palestine and India-Pakistan. We work on bridging the cultural divides with the Muslim world. Forthcoming is an analysis of American negotiating practice.

Nepal

USIP's Rule of Law program has been working in Nepal for over three years on issues related to security and the rule of law. We focus on improving citizens' access to justice and respect for government institutions by building a relationship between the police and community. We are improving government institutional capacity to provide security, access to justice, and education about rule of law. This work has included a series of dialogues between the Nepal Police and civil society, as well as sessions with political party representatives and local administrations in Kathmandu and other areas. USIP is identifying practical recommendations to share with policymakers and others in the field so that local conflict can be mitigated and rule of law strengthened.

Women, Conflict and Peacebuilding

The Institute has supported over 90 projects related to gender issues associated with international conflict including programs in Afghanistan, Iraq, Lebanon, Israel, Pakistan, Cambodia, Colombia, Egypt, Northern Ireland, Sudan, Thailand and Uganda. We have an active working group on women, conflict and peacebuilding that is producing materials about our grants, fellows and projects that focus on training women and building strong communities in which women can apply tools and resources to peacebuilding.

Educating and Training, *from page 7*

Security Exercise. SENSE is a peace game —a powerful and dynamic computer-facilitated simulation of a country in reconstruction after a war, conducted for a range of domestic and international audiences. Participants interact face to face and confront a full range of peacebuilding challenges in which real limits on resources provide a realistic context for decision-making.

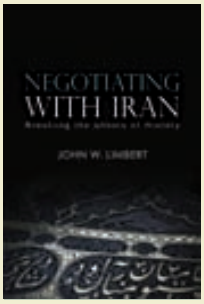
2006 The Institute facilitates the Iraq Study Group. The resulting report informed policymakers as well as the public, and was downloaded over one million times from USIP's Web site.

Covering the World

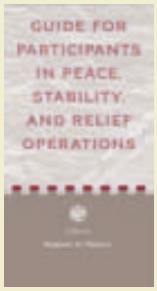
The founders of the Institute understood that in order to be truly effective, they needed to do more than study peace. They needed to distribute the latest thinking and results of USIP research to a global audience. As such, the Institute formally established the United States Institute of Peace Press in 1991 to produce works generated directly from the Institute's many programs. With more than 150 titles published since the Press's inception, the Institute's ideas reach policymakers and practitioners, professors and students, government and lay leaders, as well as the general public.

Written and edited by distinguished experts in the field of international relations, popular volumes include *Negotiating Arab-Israeli Peace,* by Daniel Kurtzer and Scott Lasensky; *Building Peace* by John Paul Lederach; *Terror on the Internet* by Gabriel Weimann; *The Guide for Participants in Peace, Stability, and Relief Operations,* edited by Robert Perito; the *Transitional Justice* volumes, edited by Neil Kritz; and *Leashing the Dogs of War,* edited by the gifted team of Chester A. Crocker, Fen Osler Hampson, and Pamela Aall. The powerful USIP film "Confronting the Truth" is also available via the Press.

USIP Press is pleased to add John Limbert's forthcoming volume *Negotiating with Iran: Wrestling the Ghosts of History* and *Conflict, Identity, and Reform in the Muslim World: Challenges for U.S. Engagement* (Daniel Brumberg and Dina Shehata, editors) to its fall 2009 list of books.



Negotiating with Iran
Wrestling the Ghosts of History
John W. Limbert
September 2009



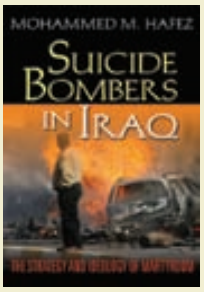
Guide for Participants in Peace, Stability, and Relief Operations
Edited by Robert M. Perito
June 2007

2008 President George W. Bush, Speaker of the House Nancy Pelosi, Senate Majority Leader Harry Reid, and former Secretary of State George P. Shultz participate in the groundbreaking ceremony for the Institute's new headquarters, just north of the Lincoln Memorial. This year also features the first annual Dean Acheson Lecture.

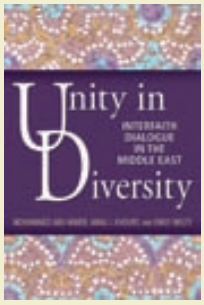
For more information about upcoming events, publications, or to sign up for this bulletin, visit www.usip.org.

To order, call (800) 868-8064 (U.S. Only) or (703) 661-1590 http://bookstore.usip.org.

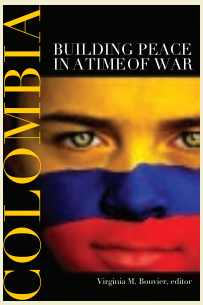
Leashing the Dogs of War
Conflict Management in a Divided World
Edited by Chester A. Crocker, Fen Osler Hampson, Pamela Aall
January 2007



Suicide Bombers in Iraq
The Strategy and Ideology of Martyrdom
Mohammed Hafez
July 2007



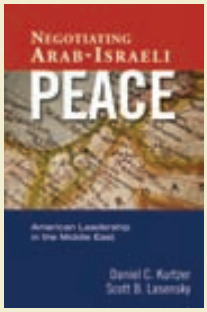
Unity in Diversity
Interfaith Dialogue in the Middle East
Mohammed Abu-Nimer, Amal I. Khoury, Emily Welty
2007



Colombia
Building Peace in a Time of War
Virginia M. Bouvier
July 2009

Terror on the Internet
The New Arena, the New Challenges
Gabriel Weimann
2006

My Kashmir
Conflicts and the Prospects of Enduring Peace
Wajahat Habibullah
May 2008



Negotiating Arab-Israeli Peace
American Leadership in the Middle East
Daniel C. Kurtzer, Scott B. Lasensky
April 2008

Chinese Negotiating Behavior
Pursuing Interests Through Old Friends
Richard H. Solomon
July 1999

Confronting the Truth
Truth Commissions and Societies in Transition
Steve York, Neil Kritz
July 2007

2009 Initial construction of the new headquarters building is completed.

UNITED STATES INSTITUTE OF PEACE

An independent institution established by Congress to strengthen the nation's capacity to promote peaceful resolution of international conflicts

Letter from the Chairman of the Board and the President

We have achieved an important milestone this year in reaching our 25th anniversary. Over the past two-and-a-half decades, the Institute has worked to seed the growing field of international conflict management and to tackle difficult problems of peacebuilding in highly complex environments. Our work is paving the way for the continued development of practical, innovative peacebuilding tools that can be used in zones of conflict around the world. Each day we are applying our work through an array of programs and activities that combine intellectual expertise with practical know-how.

Our efforts and contributions to the field have earned accolades from Congress as an important national resource—even as a "national treasure." That belief is evidenced by an annual Congressional appropriation for our work as well as support for the Institute's forthcoming permanent headquarters on the National Mall. Our new home will stand amid the war memorials and historic monuments as a living symbol of the importance of America's commitment to the nonviolent resolution of international conflict.

On this 25th anniversary year, we want to recognize those who were there at the beginning, including Chairmen John Norton Moore, Elsbeth Rostow and Chester Crocker, and Sam Lewis, USIP's first president, and all the dedicated men and women of Congress for their foresight in establishing the Institute. Senator Sam Nunn deserves special thanks and recognition for his support of our enabling legislation and the transfer of the site for our new building.

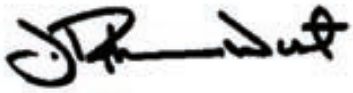
As the nation's foreign policy challenges have changed since our inception, the Institute has evolved to meet new and critical demands. Our public and professional education has been enhanced by applying our work on the ground in zones of conflict around the world. In public service, it is not often that one has the opportunity to help build a national institution, one dedicated to dealing with perhaps our greatest foreign policy and national security challenge—indeed a challenge facing all of humankind: gaining control of international violence and learning how to deal with conflicts through political and other nonviolent means. In times past, military conflicts among states seemed part of the natural order of things, but we live in an era threatened by weapons of mass destruction, a time of a weakened nation-state system and of ineffective international organizations. If we fail to transform the way we deal with conflict, we—the world—face a bleak future.

Congress has entrusted the Institute with the immense responsibility of meeting this challenge. Our creators, Senators Spark Matsunaga and Jennings Randolph, saw the need for an independent federal institution that would train peacemakers. They envisioned a national peace academy that would train professionals in the skills of conflict management, just as our military academies train professionals in the skills of fighting war. And we have been supported by subsequent generations of Congressional leaders.

The Institute has come some distance in meeting its goal to professionalize peacemaking, and we want to reaffirm our dedication to this great challenge, to the obligation of supporting policymakers in Congress and the administration, to educating new generations of would-be peacemakers and training professionals in the skills of conflict management as key elements of U.S. foreign policy and security in the 21st century.

We draw satisfaction from our progress, even as we recognize the daunting challenges that lie ahead.

J. Robinson West and Richard H. Solomon



1984 2009

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An Active and Engaged Board

Our board of directors provides oversight and guidance. Nominated by the White House and confirmed by the Senate, the bipartisan group of 15 works to oversee our new building project, our existing programs, and the Institute's future.

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Richard H. Solomon, President, United States Institute of Peace (nonvoting)

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President Richard Solomon and USIP Board members Chester A. Crocker, Stephen D. Krasner, Jeremy A. Rabkin, Judy van Rest, Ikram U. Khan, Ann H. Cahn, J. Robinson West, and George E. Moose visit the headquarters site to observe the rapidly progressing construction.

Institute Mourns Passing of Former Board Member and Friend Ron Silver

Board Member Ron Silver (with former Secretary of State Colin Powell and wife Alma) was honored for his service as a celebrity ambassador at a ceremony in December 2004.

Sadly, we mourn this year's loss of Board Member Ron Silver, who was confirmed by the Senate to USIP's board in September 2007 and served until his death in March 2009. In addition to a successful career in television, film and Broadway acting, Silver had a passion for international affairs and believed in peacebuilding. We miss Ron and will honor his memory in our new headquarters.

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United States Institute of Peace
CELEBRATING 25 YEARS OF PEACEBUILDING

The original logo of the United States Institute of Peace was designed in 1986 to incorporate two components:

- The dove, designed by President George Washington as the weather vane for his home at Mount Vernon, symbolizes the traditional American commitment to the cause of peace.
- The tree is based on the Connecticut "Peace Tree," later known as the "Charter Oak." Used by the Suckiauke Indians as a site for peace councils, the tree served colonists as a hiding place for their charter of liberty in 1687 when they were seeking freedom from England. The tree symbolizes the values of peace and freedom.

1986

1990

The logo was redesigned in 1990 as part of an expansion of Institute outreach activities and to make it easier to reproduce digitally. It has become a widely recognized symbol of the work of the U.S. Institute of Peace.

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