



UNITED STATES
INSTITUTE OF PEACE

USIP Success Stories

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EXECUTIVE SUMMARY

This document includes a wide array of programmatic successes at the United States Institute of Peace. A short summary of each of these “Success Stories,” with a more detailed explanation of each initiative is in the following pages. The stories that USIP has chosen to highlight include:

- **The Alexandria Process (2002):** After the 2002 meeting of the Christian, Jewish and Muslim leaders from the Holy Land in Alexandria, Egypt, a joint declaration pledging to work together for a just and lasting peace was signed. The declaration envisaged the establishment of a permanent committee of leaders from the primary religions in the Holy Land to pursue the implementation of the declaration. The Institute has provided the principal financial support to the Alexandria Process since its signing in 2002.
- **Iraq Study Group (2006):** USIP was the primary facilitator of the Iraq Study Group, a bipartisan group of ten prominent public servants asked to facilitate a forward looking, independent assessment of the current and prospective situation on the ground in Iraq and how it affects the surrounding region as well as U.S. interests. USIP provided the scholarly and logistical support that led to the publication of, “The Iraq Study Group Report: The Way Forward—A New Approach” in December 2006.
- **“The Imam and the Pastor” Healing Conflict in Nigeria (2006):** “The Imam and the Pastor” is a documentary, produced by IFT Films, with USIP support, that follows the story of Pastor James Wuye and Imam Muhammad Ashafa of Nigeria. Pastor James and Imam Ashafa are former members of competing militias in Nigeria who experienced personal transformations through their friendship and now work cooperatively to head the Inter-Faith Mediation Centre, supported by USIP.
- **Mahmoudiya Tribal Reconciliation Initiative (2007):** In 2007, the Institute’s Baghdad office facilitated a reconciliation conference titled “Mahmoudiya: Cornerstone of Unity and National Accord.” The event convened 31 tribal sheikhs from Mahmoudiya and led to a compact that outlined 37 specific goals to consolidate security, restore services, develop the economy, and improve local governance and the rule of law.



- **Network Afghan Facilitators (2009):** USIP’s Network of Afghan Facilitators works to prevent violence and mediate tribal and community level conflicts by mending long standing community cleavages. Formed and trained by program officers from the Institute’s Academy for International Conflict Management and Peacebuilding, the network and the Afghan nationals who comprise it have also resolved family level disputes involving abuse of women, and have helped set up or been involved in active community organizations.
- **Cross-cultural Negotiation Project:** To remedy the deficiency of formal negotiation training for U.S. officials, the Institute has developed a unique body of literature and training programs on cross-cultural negotiating and mediating techniques, and the negotiating characteristics of countries consequential to American foreign policy and national security interests. These materials are fundamental to the professional training courses of the Institute’s Academy of International Conflict Management and Peacebuilding.
- **National Peace Essay Contest:** One of the Institute’s first programs, the National Peace Essay Contest (NPEC) was launched in 1987. Since its inception, the program has been a source of enormous pride for USIP, as it engages high school students in thinking critically about peacebuilding and conflict management. Each year more than 1,100 students submit entries to the NPEC while thousands more participate in related writing and classroom exercises in high schools around the country.

While these initiatives and programs are certainly noteworthy, they represent just a few of the many accomplishments that the Institute has made over the past 26 years. A more general overview of the Institute’s work can be found in the section, “Success Stories: At a Glance.” In addition, the last section of this document highlights a handful of quotations from individuals who have expressed their support for the work USIP has done. For more detailed information on the work of the United States Institute of Peace please visit www.usip.org.



THE ALEXANDRIA PROCESS (2002)

Israel-Palestine
Centers of Innovation

More than a dozen senior Christian, Jewish and Muslim leaders from the Holy Land met in Alexandria, Egypt, in January 2002 and concluded an unprecedented joint declaration pledging themselves to work together for a just and lasting peace. The agreement, which was thereafter known as the First Declaration of Alexandria of the Religious Leaders of the Holy Land, pledges the faith leaders to use their religious and moral authority to work for an end to violence and the resumption of the peace process. It also envisages the establishment of a permanent committee of leaders from the three religions of the Holy Land to pursue the implementation of the declaration. The Institute provided the principal financial support to the Alexandria Process—a continuing effort by religious leaders to implement the Declaration—since its signing in 2002.

In the summer of 2001, Canon Andrew White was approached by both the Israeli government and the Palestinian Authority and asked to ascertain whether anything could be done to engage the religious leadership of Israel and Palestine in the faltering peace process. This request was based on their shared conclusion that one of the key reasons for the stagnation of the Oslo Accords was that its overly secular approach did not deal sufficiently with the conflict's religious dimension. Complex issues associated with Jerusalem, the holy sites and other areas of spiritual significance were seen as examples of the need for such dialogue. It was suggested that then-Archbishop of Canterbury, Dr. George Carey, would be a suitably respected figurehead to lead such an initiative.

After a series of covert meetings in and around Jerusalem, and discussions with Yasser Arafat, Ariel Sharon and the leadership of Egypt and Jordan, a three-day summit took place in the Egyptian port city of Alexandria. Sheikh Mohammed Said Tantawi, the Grand Imam of the Al-Azhar and one of the world's most senior Muslims, hosted the talks, while Dr. Carey chaired the meeting. The meeting resulted in the signing of the historic First Declaration of Alexandria of the Religious Leaders of the Holy Land on January 21, 2002. The Declaration contained a joint condemnation of violence and a commitment to work together for peace.

A Permanent Committee for the Implementation of the Alexandria Declaration (PCIAD) that was established from the signatories and other spiritual leaders met numerous times afterward. PCIAD's main mission was to use religious influence to support progress on the peace plan, also known as the road map. As a result of these meetings, the idea of a purely Islamic consultation was proposed, and 25 Palestinian Islamic religious leaders



Alexandria Declaration Statement of Principles

1. The Holy Land is holy to all three of our faiths. Therefore, followers of the divine religions must respect its sanctity, and bloodshed must not be allowed to pollute it. The sanctity and integrity of the holy places must be preserved, and freedom of religious worship must be ensured for all.
2. Palestinians and Israelis must respect the divinely ordained purposes of the Creator by whose grace they live in the same land that is called holy.
3. We call on the political leaders of both peoples to work for a just, secure and durable solution in the spirit of the words of the Almighty and the Prophets.
4. As a first step now, we call for a religiously sanctioned cease-fire, respected and observed on all sides, and for the implementation of the Mitchell and Tenet recommendations, including the lifting of restrictions and return to negotiations.
5. We seek to help create an atmosphere where present and future generations will co-exist with mutual respect and trust in the other. We call on all to refrain from incitement and demonization, and to educate our future generations accordingly.
6. As religious leaders, we pledge ourselves to continue a joint quest for a just peace that leads to reconciliation in Jerusalem and the Holy Land, for the common good of all our peoples.
7. We announce the establishment of a permanent joint committee to carry out the recommendations of this declaration, and to engage with our respective political leadership accordingly.

met in Cairo in January 2004. The principal outcome of this Cairo Consultation was an increase in the grassroots understanding of the religious dynamics of the Israeli-Palestinian conflict, with a resolve to educate and create a positive environment for effective dialogue.

Both PCIAD as a whole, as well as small sub-groups from the Permanent Committee, have been actively involved in efforts to de-escalate violence on the political, religious and community levels. Since 2002, these efforts have ranged from delegates working against the demonization of the other to practical conflict resolution and negotiation work.

During 2006, three local centers were established in Gaza, Kafr Qasam in northern Israel and Jerusalem to broaden the regional ownership of the Alexandria Process. In March 2007, a dynamic working group representing the three Abrahamic religions was formed. From this group, grassroots projects emerged that aid under-privileged communities, while communicating the importance of reconciliation.



IRAQ STUDY GROUP (2006)

Iraq

In late 2005, USIP was approached by Congressman Frank Wolf with a demanding and potentially delicate proposition: facilitate a forward looking, independent assessment of the current and prospective situation on the ground in Iraq and how it affects the surrounding region as well as U.S. interests. USIP accepted this unique opportunity and became the primary facilitator of the Iraq Study Group (ISG), composed of ten prominent public servants—five Democrats and five Republicans—with a congressionally approved budget of \$1 million. Working with three other organizations, USIP provided the scholarly and logistical support that led to the publication of, “The Iraq Study Group Report: The Way Forward—A New Approach” in December 2006. The study group examined four broad topics: the strategic environment in and around Iraq, the security of Iraq and key challenges to enhancing security within the country, political developments within Iraq following the elections and formation of the new government and the economy and reconstruction.

The initiative for a bipartisan, independent, forward looking “fresh-eyes” assessment of Iraq began in late 2005, when Congressman Wolf asked the United States Institute of Peace to facilitate the assessment, in collaboration with the James A. Baker III Institute for Public Policy at Rice University, the Center for the Study of the Presidency and the Center for Strategic and International Studies.

The ISG’s mandate was to conduct an assessment of the current and prospective situation on the ground in Iraq, its impact on the surrounding region and consequences for U.S. interests. Interested members of Congress, in consultation with the sponsoring organizations and the administration, agreed that former Republican U.S. Secretary of State James A. Baker III and former Democratic Congressman Lee H. Hamilton had the breadth of knowledge of foreign affairs required to co-chair this bipartisan effort. The co-chairs subsequently selected the other members of the bipartisan Iraq Study Group, all senior individuals with distinguished records of public service. Democrats included former Secretary of Defense William J. Perry, former Governor and U.S. Senator Charles S. Robb, former Congressman and White House chief of staff Leon E. Panetta, and Vernon E. Jordan, Jr., adviser to President Bill Clinton. Republicans included former U.S. Supreme Court Justice Sandra Day O’Connor, former U.S. Senator Alan K. Simpson, former Attorney General Edwin Meese III, and former Secretary of State Lawrence S. Eagleburger. Former CIA Director Robert Gates was an active member for a period of months until his nomination as secretary of defense.



As the facilitating organization for the study group USIP was the repository for the ISG's official report, titled, "The Iraq Study Group Report: The Way Forward—A New Approach," which was downloaded more than 1.5 million times from USIP's website in the first two weeks after the launch of the report. As facilitator, USIP provided scholarly and logistical support to the ISG. It maintained an in-house Iraq expert committee and external expert working groups that provided the ISG with briefing papers and policy analyses that helped them reach their conclusions. It also coordinated the ISG's interviews with top U.S. and foreign officials and led the group's trip to Iraq in the summer of 2006.

The ISG successes, and USIP's role in it, led to subsequent requests to facilitate bipartisan policy assessments of critical war and peace issues, such as, genocide prevention, strategic posture reviews, the Department of Defense's Quadrennial Defense Review assessment and a study group on the Afghanistan-Pakistan situation. [USIP had previously done a well-received bipartisan assessment of requirements for reforming the United Nations].

Iraq Study Group *Quick Stats*

- USIP was the primary facilitator for the Iraq Study Group, and acted as the repository for the ISG's December 2006 report.
- Forty-four people served in four expert working groups to advise the ISG.
- The Iraq Study Group spent four days in Iraq in August/September.
- There were nine plenary meetings of the ISG.
- The Iraq Study Group consulted with 170 people in and out of government as it prepared its report.
- The ISG report was downloaded more than 1.5 million times from USIP's website in the first two weeks of its release.



“THE IMAM AND THE PASTOR” HEALING CONFLICT IN NIGERIA (2006)

Nigeria

Center for Religion and Peacemaking

“The Imam and the Pastor” is a documentary, produced by IFT Films, with USIP support, that follows the story of Pastor James Wuye and Imam Muhammad Ashafa of Nigeria. Pastor James and Imam Ashafa are former members of competing militias in Nigeria who experienced personal transformations through their friendship and now work cooperatively to head the Interfaith Mediation Centre, supported by USIP. The Interfaith Mediation Centre is responsible for mediating peace between Christians and Muslims in parts of Nigeria’s Plateau state. Religious peace has returned to large sections of Nigeria’s Plateau State and Kaduna State because of their efforts.

Throughout the Plateau State in Nigeria, tens of thousands of people have perished as a result of violence between Christians and Muslims. In 2004, a streak of violence erupted in Yelwa-Nshar region of Nigeria leaving nearly 1,000 people killed in its wake and a security presence of over 25,000 soldiers. The issues between Christians and Muslims at the time were complex, but hinged on ethnic and class differences between the two groups that regularly resulted in flares of violence. In the wake of this violence, Imam Muhammad Ashafa and Pastor James Wuye began an extensive effort to promote peace in the region.

After fighting on opposite sides of this longstanding religious conflict in Nigeria during the early 1990s, Imam Ashafa and Pastor Wuye engaged in numerous peacebuilding projects with financial help and advice from USIP, which included starting the Interfaith Mediation Centre, co-authoring a book on peacebuilding in the region, and training religious youth to be peacebuilders. In November 2004, Pastor Wuye and Imam Ashafa, accompanied by David Smock of the Institute, took their message to Yelwa-Nshar by facilitating a face-to-face conversation between the leaders of the two communities. Despite a tense start to the facilitated dialogue, the process ended with the development of a joint Peace Affirmation, which laid the groundwork for a peace that has lasted ever since. This story was documented in the film, “The Imam and the Pastor,” and the process has been replicated in conflicts in the city of Jos and in Bauchi State. Additionally, the skills of Imam Ashafa and Pastor Wuye’s work have been heralded in Kenya and Iraq as exemplary models of grassroots peacebuilding. Most recently, the Imam and the Pastor were asked to facilitate the peace process that took place in the wake of the 2007 Kenyan elections. With the support of the Institute, IFT films followed the Imam and the Pastor and are currently developing a sequel that focuses on the peacemaking methodology of Ashafa and Wuye.



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Although USIP staff was extensively involved, the story of the Imam and the Pastor serves as yet another moving example of the Institute's unique capacity to provide the resources that enable individuals to take ownership of the peace process in their communities.



MAHMOUDIYA TRIBAL RECONCILIATION INITIATIVE (2007)

Iraq

Center for Post-Conflict Peace and Stability Operations

In 2007, the Institute’s Baghdad office facilitated a remarkable reconciliation conference titled “Mahmoudiya: Cornerstone of Unity and National Accord.” The event convened 31 tribal sheikhs—18 Sunni and 13 Shia—from Mahmoudiya, a district south of Baghdad and home to 500,000 people, that had come to be known as the “Triangle of Death” due to its history of violence. The U.S. Army’s 10th Mountain Division asked the Institute to help the local sheikhs develop common goals and courses of action to restore stability to the troubled region. As a result of the reconciliation conference, the sheikhs developed and signed a compact that outlined 37 specific goals to consolidate security, restore services, develop the economy, improve local governance and the rule of law. In October 2007, the compact was signed by the various Iraqi representatives and has become the cornerstone of peace in the district.

Angered and tired with the rampant violence on the part of al-Qaida, militias and criminal gangs that had overwhelmed Mahmoudiya, local sheiks with the help of the U.S. military, Iraqi civil and military authorities and USIP, began the process of forging a path to common ground and stability. As Rusty Barber, former USIP Chief of Party in Baghdad, noted in his reflections on the conference, there are numerous examples of communities reaching rock bottom only to rise up and take matters into their own hands:

“Residents have decided to confront drug lords and criminal gangs that hold their communities hostage to violence. That is what now appears to be happening in Mahmoudiya and other areas around Baghdad where tribal leaders fed up with the havoc wrought by terrorists, and encouraged by increasingly successful U.S. and Iraqi military operations against them, have started to cooperate with coalition forces to drive them out. The results are visible and undeniable.”

But even before the conference took place, the project faced a variety of setbacks and tragedies. Two prominent sheiks were assassinated, there were numerous attempts on the life of the district’s mayor, and the regional Iraqi army commander was injured by an IED. From a logistical level, the project faced numerous impediments including travel delays, Jordan’s refusal to issue visas, and extended curfews. Despite these setbacks, the conference began on October 16, 2007 and culminated in the development of the Mahmoudiya Accord, which emphasized cooperation, transparency, security and development.



A tangible metric of the success can be measured by the number of combat casualties suffered by the U.S. Army brigade charged with securing Mahmoudiya. During its first six months in the district when violence was at its peak, the brigade lost many soldiers in more than 90 IED attacks. But after the accord was signed, the last few months in the district saw only one more IED attack. When the U.S. Army withdrew the brigade at the end of its tour, it was replaced by a much smaller battalion.

The events in Mahmoudiya have been heralded as a success by U.S. and Iraqi officials for good reason. The Mahmoudiya Accord is a poignant example that constructive outcomes can emerge when local leaders are provided with the tools necessary to lift their communities out of years of violence and oppression. As Barber notes, “In the end, the parties involved didn’t require experts in the tribal affairs of Mahmoudiya. They just needed a neutral third party to help shape a dialogue process and conference format that could help them reach consensus on goals and courses of action to return the region to stability.” As a result of this success, many other localities in Iraq have sought to replicate the process for their own districts through what is now called “The Mahmoudiya Process.” The United States Institute of Peace was honored to be entrusted with that role, and enormously proud to call the Mahmoudiya conference a success.



NETWORK OF AFGHAN FACILITATORS (2009)

Afghanistan

Academy for International Conflict Management and Peacebuilding

In provinces suffering from crushing poverty, low literacy, widespread corruption and broad cultural divides, USIP's Network of Afghan Facilitators (NAF) has shown real progress in preventing violence and mediating tribal and community level conflicts, mending cleavages that if allowed to fester would have become ripe for exploitation by the Taliban, warlords and other antigovernmental forces. Formed and trained by program officers from the Institute's Academy for International Conflict Management and Peacebuilding, the network and the Afghan nationals who comprise it have also resolved family level disputes involving abuse of women, and have helped set up or been involved in active community organizations, such as the Khost Conflict Resolution Commission, consisting of national leaders, intellectuals and traditional leaders.

Reports of the Network of Afghan Facilitators were collected and analyzed by senior program officers Keith Bowen and Nina Sughrue in 2009. Along with a focus on the Institute's core conflict resolution curriculum, including conflict analysis, negotiation, mediation and problem solving, the training sessions run by USIP staff were designed to respond to challenges identified by the facilitators, as well as assess what succeeded in the past.

The effort to develop and train Afghan Facilitators was adapted from the Institute's Network of Iraqi Facilitators (NIF) program. Launched in 2004, the NIF began with a similar group of influential nationals from across the

Network of Afghan Facilitators *Impact on the Ground*

- NAF conducted three community level mediations that prevented bloodshed: two on internally displaced persons (IDPs) issues (Daikundi, Khost), one on water (Badakshan).
- In addition, NAF made 18 interventions to resolve family/tribal disputes, most of them involving the abuse of women.
- NAF provided 30 training sessions involving conflict management to government officials, lawyers, maliks, mullas, shuras and community leaders.
- NAF led to the establishment or strengthening of community councils to address future conflict.
- The project had wide geographical coverage, including Logar, Ghazni, Faryab, Kunduz, Balkh, Parwan, Khost, Badakshan, Takhar, Baghlan, Wardak, Herat and other provinces.



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country. USIP conducted basic, intermediate and advanced training in conflict resolution, and today the NIF is an effective, motivated group of committed Iraqis, with more than 200 members and continued growth. The facilitators complete about 10 new local activities per month, including facilitated dialogue and negotiation, community problem solving and training to grow the network—all coordinated, monitored, and evaluated by the Institute's offices in Washington, D.C., and Baghdad.



CROSS-CULTURAL NEGOTIATION PROJECT

USA

Two of the primary skills in nonviolent conflict management are negotiating and mediating. Ironically, the U.S. government does not train its diplomats in techniques of negotiating across cultural divides; nor does it develop materials to sensitize negotiators to the cultural and institutional characteristics of different governments and societies that influence negotiating or mediation efforts. Negotiating skills are acquired by Foreign Service Officers largely through mentoring and on-the-job training.

Preparations for a negotiation by U.S. officials are devoted largely to developing a policy consensus among different government agencies within the U.S. government; little effort is expended on gaming out the anticipated negotiating objectives and techniques of counterpart governments.

To remedy this deficiency, the Institute developed a unique body of literature and training programs on cross-cultural negotiating and mediating techniques, and the negotiating characteristics of countries consequential to American foreign policy and national security interests. These materials are fundamental to the professional training courses of the Institute's Academy of International Conflict Management and Peacebuilding.

Beginning with Raymond Cohen's "Negotiating Across Cultures," published by USIP Press in 1991, the Institute has produced a series books on North Korean, Chinese, Japanese, Russian, French, German, Iranian and Pakistani negotiating behavior. Most recent is a study of American negotiating practice, designed to make U.S. officials—and foreign counterparts—aware of the cultural and institutional characteristics that Americans bring to the negotiating table. Also in this series is a comparative assessment of how Israelis and Palestinians negotiate. The French negotiating behavior study was awarded the prestigious Prix Ernest Lémonon from L'Académie des Sciences Morales et Politiques in 2006.

Mediation is a technique of conflict management with its own distinctive requirements. The Institute has recently analyzed and published the mediation experience of a senior international diplomat, Jan Eliasson, in the work "The Go-Between."

The Institute's Academy uses products from the Cross Cultural series in our Washington-based, overseas and online programming. The Academy's online "Certificate Course in Negotiation and Conflict Management" makes good use of the book "American Negotiating Behavior" in various parts of the course, and the



Academy's classroom course on "Negotiations from Checkpoints to High Politics" uses "American Negotiating Behavior" and "Negotiating with Iran." The series is also used in workshops designed to support officials as they develop game plans for specific negotiating and mediating efforts. In fact, "How Israelis and Palestinians Negotiate" has been used in workshops for a group of Palestinian and Israeli professionals.

The Institute also promotes collection and analysis of the negotiating and mediating experiences of officials who have conducted specific negotiations or mediations (as with North Korea or the Philippines), thus becoming a repository of "lessons learned" for the training and preparation of future generations of officials and mediators. The Institute is also developing a computerized database of these materials for access on a wide basis in the belief that successful mediations or negotiations will make these techniques more widely used in dealing with international conflicts.



NATIONAL PEACE ESSAY CONTEST

USA

Academy for International Conflict Management and Peacebuilding

One of the Institute’s first programs, the National Peace Essay Contest (NPEC) was launched in 1987. Since its inception, the program has been a source of enormous pride for USIP, as it continues to engage high school students in thinking critically about peacebuilding and conflict management. Each year more than 1,100 students submit entries to the NPEC while thousands more participate in related writing and classroom exercises in high schools around the country.

First-place state winners receive scholarships and are invited to Washington for an awards program. The Institute pays for expenses related to the program, including travel, lodging, meals and entertainment. This unique five-day program promotes an understanding of the nature and process of international peacemaking by focusing on a region and/or theme related to the current essay contest. Over the years, more than 1,350 state winners have participated in the Washington Awards Program. Many of these students have gone on to study foreign policy issues in college or pursued careers in international affairs.

For the 2009–2010 contests, more than 1,100 students submitted entries while thousands more participated in related writing and other classroom exercises in high schools around the country. The winners of the 2009 – 2010 contests were treated to a week of engaging activities which included:

- a challenging three-day simulation,
- meetings with knowledgeable speakers such as distinguished foreign policy scholars, practitioners, public officials in Congress and foreign diplomats,
- visits to historic national memorials and museums, and
- an awards banquet to honor state winners and to announce national winners.

But perhaps the best way to evaluate the impact of the NPEC is found in the words of the students themselves:

“The most important thing I learned was that there is no one solution to every situation. What works well for addressing war crimes in Bosnia may not achieve effective results in Cambodia.”

Divya Balkrishnan, 1998



“For the first time, I wrote a paper on a topic I care passionately for, and was motivated not by a grade, but because I wanted to do a good job and do justice to the topic.”

Suyeon Khim, 2003

“I gained a greater appreciation for the difficulties faced by negotiators... I realized the importance and necessity of conducting diplomatic operations—it’s fine to say that we need to restore economic stability, but I realized how little I think in terms of concrete steps to achieve that end.”

Sarah Singletary, 2003

“I discovered through the simulation that the recommendations I had made for reconstruction in my paper were much more difficult to carry out than I had thought. Also, I discovered the power of leverage in peacemaking and the challenge of some organizations to still be effective without leverage.”

Jenny Howell, 2004

“[I] am now certain of pursuing a degree in international relations; I also met many people whom I can call friends, and I am certain that I will continually run into them in the future; [The NPEC] was not only fun, but a milestone in my life.”

Benjamin Barclay, 2005



SUCCESS STORIES: AT A GLANCE

South Africa's Truth and Reconciliation Commission

- The Institute's Rule of Law program, under Neil Kritz, provided the support and advice to the South African Truth and Reconciliation Commission based on experience USIP had with the Rwandan genocide trials. USIP published a 1,500 page, three-volume book of case studies in transitional justice that remains the primary manual in the field of international conflict management. Our early efforts on truth and reconciliation contributed to longer-term peace in South Africa and we are still called upon to help with these kinds of commissions.

Bosnia

- USIP staff was on the ground within weeks of the end of the war, helping Bosnian officials and civil society leaders begin the process of developing approaches to deal with the aftermath of conflict. USIP convened the first meeting between senior Bosniak, Serb and Croat officials responsible for dealing with war crimes committed in the country to explore how to address the problem of justice and reconciliation. Participants reached consensus on 12 recommendations for further action—including creation of a national Truth and Reconciliation Commission—and requested USIP assistance in implementing these proposals. USIP then worked with Bosnian and international officials to implement the proposals, which improved both the delivery and perception of justice. USIP funded and assisted Bosnian civil society initiatives working on the truth commission question. Bosnia's parliamentary leadership requested the eight largest political parties to appoint representatives to a working group to draft legislation for a truth commission, and asked USIP staff to serve as facilitator and expert resource for the group. Although the working group began with major divisions and distrust between its members, under USIP guidance they ultimately forged a consensus and succeeded in producing a draft bill. No further action on the commission has been taken to date, although the idea continues to circulate.

The Philippines

- In 2003, the State Department had concerns about violence in the southern part of the Philippines. It turned to USIP for help and we brokered a critical dialogue between the Moro Islamic Liberation Front and the Government in Manila. The Institute built relationships, sponsored education campaigns across the island,



produced a video and national radio broadcasts on the history of the conflict and held training workshops for journalists and Philippine military officers. Although conflicts still break out in the southern part of the Philippines, USIP's efforts have enabled the parties to have a mechanism to quell violence.

Nigeria

- In November 2004, after nearly 1,000 people had been killed in several months of fighting between Christians and Muslims around the Nigerian town of Yelwa-Nshar, USIP dispatched David Smock and his religion and peacebuilding team to help with reconciliation. Smock created an Interfaith Mediation Centre in Kaduna, Nigeria that brought two key actors from the conflict together: Pastor James Wuye and Muhammad Ashafa—both of whom had fought in rival religious militias. Violence was quelled and the partnership has continued.

Iraq

- In August 2006, the 2nd Brigade Combat Team of the U.S. Army's 10th Mountain Division arrived in Mahmoudiya, a city and district south of Baghdad, known as part of the Triangle of Death. USIP was asked to train Iraqi facilitators and mediators and create education materials and a training program similar to what it had developed in the Balkans. USIP used its convening power to bring together warring Iraqis to work with each other and with the American Provincial Reconstruction Teams for a conference with Sunnis and Shiites that helped resolve security problems and create sustainable peacebuilding mechanisms. USIP maintains an office in Baghdad today—still training Iraqi trainers and building peace.
- The Iraq Study Group report became the definitive national study of Iraq used by both political parties as a critical resource.
- Following a Sunni boycott of Iraq's constitutional referendum, USIP organized a groundbreaking meeting of diverse Iraqi Sunni factions to forge a constructive approach to constitutional revision, helping pave the way for Sunni participation and compromise in the constitutional review process. Over the course of four days, Sunni representatives moved from a wholesale rejection of the new constitution and its federal nature, toward a carefully articulated and unified approach to the design of the Iraqi state and a willingness to participate in the review process. The round table was co-facilitated by the United Nations Assistance Mission for Iraq.



Iran

- USIP, working with 50 experts and the Woodrow Wilson Center has published the leading authoritative manual on Iran. “The Iran Primer” is a full and comprehensive guide to all aspects of the ongoing turmoil in Iran and between Iran and the West. The Institute has also published a major report “Engagement, Coercion, and Iran’s Nuclear challenge” with the Stimson Center. The report offers insights into the enduring challenge the United States and the international community faces—how to persuade Iran that its long term interests would be best served by resolving issues related to its nuclear activities.

Sierra Leone

- An Institute conference assembled key U.S., UN, Sierra Leonean and civil society groups to examine the distinct and complementary roles of a future war crimes court and truth and reconciliation commission in Sierra Leone. In his capacity as a member of a UN experts group, the director of the Institute’s Rule of Law Program then played a key role in crafting guidelines for the complex relationship between these two bodies, in the first such experiment in a post conflict country.

Afghanistan

- Within days of the start of the war in Afghanistan, Institute staff began coordination with State Department and UN officials to develop plans for the administration of justice in the postwar phase—a crucial element in ensuring that the country does not again become fertile ground for the renewal of terrorist activity, and in enabling the timely exit of peacekeeping forces. Using its network and previous work, the Rule of Law Program rapidly assembled a range of experts to address the issue. A report with recommendations was quickly produced at the urging of the UN negotiators; one of these recommendations (concerning creation of a judicial affairs commission) was adopted and incorporated into the December 2001 Bonn Agreement establishing the framework for the interim administration in Afghanistan.
- In early 2003, the Institute addressed the need for dialogue and coordination between disparate parts of the Afghan justice system by convening a broad cross-section of senior officials from Afghanistan’s Supreme Court, Ministry of Justice, Ministry of Interior, Office of the Public Prosecutor, Judicial Reform Commission, Human Rights Commission, Constitutional Drafting Committee, the University of Kabul Law Faculty and Sharia Law Faculty to explore options to rebuild and reform Afghanistan’s justice system. International experts from nine countries provided comparative national perspectives on approaches to



criminal justice and the development of an independent and fair system of justice. Following four days of open dialogue, the Afghan participants adopted a set of 23 conclusions and recommendations.

Pakistan

- USIP has worked to enhance mutual understanding between Pakistan and the U.S., strengthen capacity to mitigate conflict in the country and promote peacebuilding through education and civil society initiatives. A wide range of rigorous analytical work has been conducted over the years to better understand the trends toward radicalization, the drivers of militancy in the country, and Pakistan's political economy. Policy relevant dialogues following on from the research have been conducted in Washington, D.C., and Pakistan. USIP is one of the very few American think tanks to have successfully created an active outreach and dissemination program in Pakistan.
- Religious intolerance and extremism is being addressed through peace education. The Institute has worked with Sunni and Shiite scholars to produce an Islamic peace education textbook for high school and seminary teachers which promotes ideas that propagate peaceful coexistence between the sects. This is a unique achievement in a country otherwise torn by sectarian violence. Our experts have also created and trained a network of conflict management facilitators who are capable of addressing local-level conflicts across Pakistan's troubled areas, conflicts that often play to the advantage of militants. Cross-border community dialogues between residents along the Durand Line is another program that seeks to generate trust among peoples who have borne the brunt of the terrorist onslaught since 9/11.
- To complement our community level work in Pakistan, we are also supporting two policy level track II dialogues between India and Pakistan that bring together influential opinion makers to discuss contentious issues. The dialogues have an active feedback loop to governments on both sides and in a situation when official talks are all but absent, provide a critical avenue for the two sides to understand each other's perspectives.

Korean Peninsula

- The Institute addresses Korean Peninsula issues through its Northeast Asia track 1.5 projects—the U.S.–China Project on Crisis Avoidance and Cooperation and the U.S.-South Korea-Japan Trilateral Dialogue in Northeast Asia. Bringing together government and military officials, along with policy experts from China, South Korea, Japan and the U.S., the Institute provides a channel to facilitate much-needed 'policy R&D' on a range of issues.



- The Institute's Korea Working Group brings together policymakers, as well as leading analysts from the government, NGO and think tank communities to address pressing policy issues in the political, security and economic fields related to Korea. USIP has been able to provide an important channel for policymakers and analysts from the U.S. and Asia who are working on different facets of North Korea policy to share differing perspectives on urgent policy matters.

Kenya

- When violence erupted in the wake of the December 2007 presidential elections, the Institute provided a quick infusion of financial assistance to the CCP, a group headed by five highly respected Kenyan civil society leaders, to support their conflict prevention and mediation activities. The role of such NGOs was instrumental in finding a peaceful resolution to the conflict.

Rwanda

- At the request of the Rwandan government, the Institute's Rule of Law Program played a key advisory role in the development, drafting and implementation of Rwanda's Genocide Law to help the country deal with the 1994 atrocities.

Democratic Republic of Congo

- At the request of the Constitutional Commission of the DRC, the Institute organized three rounds of consultations in 2004, based on the lessons from the Institute's 18-country study of post conflict constitution-making. The design of the DRC constitutional process, mandated by the peace accord in that country, has been revised based on Institute consultations to facilitate more effective public participation.

Palestinian-Israeli Legal Dialogue

- At the request of the Israeli and Palestinian ministers of justice, the Institute organized a program to help build professional relationships between the Palestinian and Israeli legal communities and enable them to jointly explore a range of issues—a process they had not been able to start without outside facilitation and that no other international party had undertaken. At round tables in Israel and Palestinian territories, members of the two legal communities and foreign experts discussed practical legal issues affecting the daily interaction of their two peoples, considered relevant models of legal relations between neighboring



states around the world and began to develop proposed solutions to common problems. More than 120 members of the two legal communities participated. At the conclusion of the first round table, a top Palestinian legal official declared, “the ice has now been broken,” and a senior Israeli official called it a historic moment.

Rule of Law

- USIP has played a leading role in shaping thinking worldwide on questions of justice and accountability following mass abuses. Its three-volume work on the subject has been used by policymakers and practitioners designing truth commissions, war crimes tribunals, compensation and vetting programs in countries ranging from the Balkans to Sri Lanka. The Institute has responded to requests for materials or assistance on this topic from more than 20 countries, including South Africa, Russia, Malawi, Rwanda, Ethiopia, Cambodia, Guatemala, the Czech Republic and Afghanistan.

Gender

- Admiral Michael Mullen, Chairman of the Joint Chiefs of Staff, keynoted the Women and War Conference where more than 1,000 national and international participants attended, including U.S. government officials, staff and members of the United Nations, the international diplomatic communities, military personnel, academics, civil society leaders, and practitioners in the fields of security, development and conflict resolution. USIP and 13 of its partners hosted the three-day conference which marked the tenth anniversary of the UNSCR 1325 focused on women, peace and security and how to make sustained progress toward international peace and security.

Practical Tools

- A major gap that significantly prolongs instability in many post conflict settings is the absence of clarity as to what law applies during the transition. In response, the Institute has convened more than 200 legal experts from 25 countries to develop the world’s first package of transitional legal codes for adaptation and use in post conflict peace operations. Even before the final publication of the package, requests have already been made to use the codes to assist legal reform in Liberia, the Ivory Coast and elsewhere.



WHAT OTHERS SAY ABOUT USIP

- USIP's new facility is "an important symbol of America's commitment to peace." GENERAL DAVID PETRAEUS, U.S. ARMY COMMANDER, U.S. CENTCOM
- "The U.S. Institute of Peace is doing a magnificent job of facilitating interethnic and interreligious dialogue and conflict resolution." SENATOR HARKIN
- "I was talking out in the other room with a number of them [our Iraqi friends] as to what they have learned, and they have learned about conflict resolution. They have been through computer simulations. And this afternoon they spent time with members of the press opening what could be a continuing dialogue with the press and learning all about what it is like to live in a nation with a free, aggressive press that represents the interest of the people." SECRETARY OF STATE COLIN POWELL, *May 25, 2004 (at a reception for Iraqi government officials being trained by USIP)*
- "I was the battalion commander that worked with you in Mahmoudiya, Iraq 2007-2008. Your initiatives helped save the lives of my guys and gave us other alternatives in nonviolent conflict resolution. You made a big difference in Mahmoudiya. I have just finished command and currently serving as the chair of the Army's Strategic plans and policy fellowship at the Department of State. Again, thank you." (Mahmoudiya was a joint effort, spearheaded by USIP that trained Iraqi facilitators and was a major milestone in the end of the active conflict.) WILLIAM H. ZEMP, SENIOR FELLOW, OFFICE OF PLANS, POLICY & ANALYSIS, BUREAU OF POLITICAL-MILITARY AFFAIRS DEPARTMENT OF STATE
- "With the help of organizations like USIP, I do feel that the new administration and Congress are better prepared to thoughtfully address the underlying causes of violence and war. For example, USIP's recent co-sponsorship of the Genocide Prevention Task Force, along with the Holocaust Museum and the American Academy of Diplomacy, has brought into focus how genocide and mass atrocities threaten U.S. values and our national interests, as well as recommendations for how to prevent these crimes in the future." REPRESENTATIVE NITA LOWEY, *January 8, 2009 (at USIP's Passing the Baton event)*
- "I would like to once more thank you personally and through you the U.S. Institute of Peace for sponsoring yet another important event for our Office [of the Special Adviser on the Prevention of Genocide]...I am reluctant to keep imposing on you, but by now, you and the Institute have invested so much in the work of my Office that we have virtually become co-owners of the venture." FRANCIS DENG, SPECIAL ADVISER TO THE UN SECRETARY-GENERAL ON THE PREVENTION OF GENOCIDE, *January 8, 2009*



- “Thank you so much for organizing the meetings with the group of tribal elders and with the Afghan women leaders. These meetings were among the most valuable and insightful of our trip.” SENATOR JEFF MERKLEY
- “Your insight into Traditional Dispute Resolution gave ISAF a better understanding of the challenges facing Afghanistan. Your presentation gave vital information for Afghanistan’s revitalization.” R.F. BACZKOWSKI, BRIGADIER GENERAL
- “The program was historic and transformative in that it brought together key people to the table for the first time and had the desired effect of fostering collaboration on education challenges.” DR. MUHSIN ABED SHLAGA, ADVISER TO THE MINISTER OF EDUCATION OF IRAQ, *following a USIP program, which brought together Iraqi education leaders in a three-day problem-solving dialogue in Istanbul in January 2009.*
- USIP’s “Guide for Participants in Peace, Stability and Relief Operations represents an important contribution to the gathering body of work to help the S&R community operate better in the field.” AMBASSADOR JOHN HERBST, THEN-COORDINATOR OF S/CRS, *August 29, 2008*
- “The fact that I’m a U.S. naval officer currently underway aboard an aircraft carrier in the middle of the Pacific Ocean should say quite a bit about the facility of your excellent program, and to use such an online tool of remarkable quality was an amazing experience regardless of location.” LCDR TERENCE DUDLEY, EXECUTIVE X1(PAO), USS KITTY HAWK
- “With your permission, I would like to continue to use the course as a lead-in to our Research and Analysis Module for the Civil Affairs Qualification Course. The feedback gained through the conduct of an After Action Review with the students was universally positive. In fact, they wished our course material was more like the USIP material.” WILLIAM D. HANSON, MAJOR, CIVIL AFFAIRS, COURSE MANAGER, *U.S. Army Civil Affairs Qualification Course, Ft. Bragg.*
- “The course is a graded requirement for SS476 Conflict and Negotiation this year. It fits perfectly with our syllabus and is great reinforcement and practice for what we cover in class.” CHRISTINA M. SCHWEISS, MAJOR, STRATEGIST, ASSISTANT PROFESSOR AND HEAD COUNSELOR, DEPARTMENT OF SOCIAL SCIENCES, U.S. MILITARY ACADEMY AT WEST POINT
- “I found the course very useful as a review for attending FSI’s Reconstruction and Stabilization series of courses.” BRAD GUITIERREZ, SR. INTERNATIONAL POLICY ADVISOR, DEPT. OF HOMELAND SECURITY *at the U.S. State Department, Foreign Service Institute.*



- “I think it is excellent that S/CRS has recommended a USIP course as a prerequisite.” ERIN COADY, LTCOL, USMC, DEPUTY, INTERAGENCY DIVISION, INNOVATION GROUP, USJFCOM *U.S. State Department, Office of the Coordinator for Reconstruction and Stabilization.*
- “Thank you for making our tenth year of collaboration with the US Institute of peace on Crisis Management the best year yet! You captured the attention of the students right from the start with your Conflict and Resolution Assessment and kept them interested and involved with informative briefings throughout the seminar.” USN REAR ADMIRAL MARIA FLANDERS, DIRECTOR OF THE INTER-AMERICAN DEFENSE COLLEGE (IADC), *April 20, 2010.*
- “I find that your distance learning model is the most professional and relevant I have come across.” VINCENZO BOLLETTINO, PROJECT COORDINATOR, DISTANCE LEARNING INITIATIVE, HARVARD PROGRAM ON HUMANITARIAN POLICY AND CONFLICT RESEARCH
- “I thought this was the best interactive online course I ever took. Much better than those I did at Hopkins as an MPH student.” DR. JEAN E RINALDO, MD MPH, FOREIGN SERVICE REGIONAL MEDICAL OFFICER, DIRECTOR OCCUPATIONAL HEALTH, U.S. DEPARTMENT OF STATE
- “I’m serious in saying that yours was the best distance learning program I’ve ever taken. The audio clips by people who lived the crises provided a perspective that mere reading cannot convey. I’m going to recommend it to some of the people in Northrop Grumman who design distance learning products.” DANIEL C. CLARK, BUSINESS DEVELOPMENT MANAGER, NORTHROP GRUMMAN, FORMER U.S. CENTRAL COMMAND STAFF
- “I felt as I was in amphitheater of faculty, it’s really an amazing experience.” MR. ABDELGHANI BAKHACH, PRESIDENT, YOUTH ASSOCIATION FOR CULTURE AND DEVELOPMENT, MARRAKECH, MOROCCO
- “USIP not only increases the understanding of critical development, peace and stability issues through fellowships, research and analysis but it also builds up local capacity in conflict resolution. Through my fellowship with USIP I have been able to think critically about the conflict in Afghanistan and implement effective ideas towards peace and stability to Afghanistan.” MOHAMMAD MASOOM STANEKZAI, ADVISER, MINISTER TO THE PRESIDENT OF AFGHANISTAN ON INTERNAL SECURITY AND CHAIRMAN OF JOINT SECRETARIATE OF HIGH PEACE COUNCIL



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