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**Violence Prevention:
 The Need for Peace Guerrillas**

Ben Hoffman

Recently, Martin Griffiths has written an excellent paper on UN mediation, stressing the importance of the maverick qualities that are inherent, in his estimation, in effective mediators*. As someone who has mediated at the Track I level, working to reach and implement peace accords, I agree with Griffiths. Low-powered, neutral mediation and a lack of creativity and drive will not get the job done. And I have now come to recognize the importance of these maverick qualities as they apply to the prevention of violence in the first place. Indeed, there is a need for the "peace guerilla" in violence prevention.

What is a "peace guerilla"? And why are they needed? Let me explain.

With private funding from Mr. Milt Lauenstein, a number of senior practitioners in conflict resolution and peacebuilding have been working to prevent armed violence in Guinea-Bissau. This small West African country was selected by Dr. David Carment and colleagues at Carleton University, Ottawa, as a country in which we could demonstrate the strengths (and weaknesses) of a prevention initiative that applies lessons learned and best practices. Guinea-Bissau would be a "test case" for prevention that is early, holistic, vertically and horizontally integrated, and sustained; but especially, our effort would identify local leadership and we would work primarily as a catalyst to identify needs and mobilize resources on the basis of sound analysis of the forms and causes of violence.

Nine months into a dynamic, new violence prevention intervention, a team of five of us recently visited Guinea-Bissau on the eve of its

highly contested, potentially violent presidential election. Mr. Lauenstein came along to see what we were doing with his investment in prevention, and the professionals involved on this mission were Dr. Michael Lund (USA), retired Brigadier Vere Hayes (UK), Mr. Jeff Mapendere (USA), and myself. We were accompanied by a two-person documentary film crew that had begun some months earlier to follow my work in peacebuilding, with a particular focus on reconciliation.

Just prior to lift-off from Canada to France, where all seven of us would meet en route to Dakar and then Bissau, I was struggling with how we could describe to the film crew what we were actually doing in Guinea-Bissau. What made it different or even unique as a violence prevention initiative? What was our goal? What was our modus operandi?"

“ I HAVE COME TO RECOGNIZE THAT WE MUST EMBRACE THE QUALITIES AND MODUS OPERANDI OF BOTH THE “MAVERICK MEDIATOR” AND THE “PEACE GUERRILLA” IF WE ARE TO BE EFFECTIVE IN ACHIEVING OUR ULTIMATE GOAL: PEACE. ”

Now, the original model we had adopted, based on a solid review of lessons learned and guided by Michael Lund, was to engage all the key stakeholders in a facilitated joint diagnostic of the conflicts in the country and to jointly design a plan to prevent violence and build sustainable peace. This approach in itself was not new, perhaps, as there is a strong history of efforts at multi-stakeholder, multi-issue consensus building; and a good number of peacebuilding efforts have been trying to improve the coordination of action.

But our approach would try to overcome the shortcomings of other efforts, along these lines: we would not offer a particular service and get caught in the "mandate trap" that so many other NGOs and UN agencies do; we would not prescribe but elicit solutions; we would not



establish a country office but support local actors to take leadership; we would not focus on one sector, or even on those sectors commonly associated with peace and development, while ignoring others, especially the security sector and elite actors whose machinations were whipping the country from violent pillar to violent post; and we would advocate for peace, lobbying at the regional and international levels in New York, Washington and wherever needed. The idea was to be active across all sectors, facilitating horizontal integration; and to likewise be active from the community level through local NGOs to the executive offices of the World Bank and other relevant institutions, seeking vertical integration.

But, as with so many best intentions and theoretically sound designs, reality on the ground dictated modification. And these modifications would be needed immediately.



"Central market, Bissau (Feb. 2006)"

The head of the armed forces had been assassinated in October, 2004, just prior to our first "scouting mission" to the country to confirm Dr. Carment's selection of Guinea-Bissau. And with that assassination and the upcoming presidential election, we had to move to a crisis management mode rather than have the audacity to try to impose our joint diagnostic multi-stakeholder process on the country. People who knew Guinea-Bissau, external actors from UN agencies and donor embassies, scholars inside and outside the country, and the people in the country had been quick to tell us exactly what was needed. There was an urgent need for security sector reform, for dealing with an economic crisis and long-term development, for improving

governance, and supporting the growth of an active civil society. But most importantly, there was a need to stabilize the country. Politicians were mobilizing discontent and inter-ethnic hostilities. Mass violence was possible.

Indeed, the army had a practice of being deeply immersed in politics, with a history of coup d'états, assassinations, and a full-scale war in 1998. We were told that doing things to keep the army out of politics and building what someone called a "contre pouvoir" (a mobilized, influential civil society) to those with guns - were immediate priorities.

Guinea-Bissau was on the verge of erupting or imploding and our lessons-learned, inspired approach to violence prevention would not apply. If we were unable to respond to these needs, if we had insisted that our original model was the only way to proceed, if we have been constrained by the nature of our mandate and the funding we had, we would have had to go home.

We decided otherwise. It was apparent that we needed to be responsive, dexterous, and deliver concrete actions or services in the now clearly defined immediate areas of need: the role of the armed forces in Guinea-Bissau and the role of civil society.

This "emergency room" diagnostic, which also recognized how critical to peace the machinations of political elites were, plunged us into a set of actions that were strategically-informed, but carried out in a way that surely must have confused some of the other members of the peacebuilding community, including the INGOs and UN actors already on the ground. And while we had named our project the International Peace and Prosperity Project to demonstrate that we had indeed listened and knew that both economic development and conventional peacebuilding were required, we focused mostly in this critical period on the peace agenda. And we resisted being stereotyped as a provider of a singular program or service.

We also had the good fortune to meet Ms. Macaria Barai and her colleagues in the nascent nongovernmental sector in Guinea-Bissau. We had found local leadership that managed to be sufficiently nonpartisan in a very politicized country and we chose to work with and through them.

What did we do? How was it different? And how did the term "Peace Guerilla" come to describe us?

First, we forged a relationship with the newly installed head of the armed forces, General Tagme, especially because



he was talking publicly about the need for reconciliation of factions within the armed forces. This was powerful language in a country wracked by a pattern of attack and revenge. While we were not inclined to be a granting body in the usual sense, and because we did not have large sums of money to issue as grants in any case, we were able to direct small amounts of money to the military in very short order to do simple things that might persuade otherwise discontented soldiers that remaining loyal to Tagme and acting professionally, staying out of politics this time, was worth it. And when we convened a meeting of some fourteen representatives of civil society around the issue of “reconciliation” and they were moved to form a Task Force that would mobilize the citizenry around a fair and free presidential election, we could offer a small grant that would give them the resources to get started immediately. We were not encumbered with a bureaucratic process of reviewing grant applications, and we were able to direct small amounts of money to strategically identified areas on a “just in time” basis. We hoped, of course, and we lobbied that the UN and country donors would eventually come through on long-term funding that would make structural change possible.

We also mobilized at the regional and international level, writing letters on behalf of Guinea-Bissau, trying to get it on the radar screen of agencies and institutions whose engagement was necessary. We wrote and disseminated professional papers that quickly introduced Guinea-Bissau, clarified the issues and needs, and invited action. We wrote letters to the editors of newspapers to mobilize resources for the election. We commissioned a body of international legal scholars to write a neutral opinion about a controversial matter bearing on the election and before the Supreme Court in Guinea-Bissau. And we invited local leaders to travel abroad to tell others about their country and to request assistance.

So, as the film crew began to prepare itself to document these actions and human stories in Guinea-Bissau, I was pressed to explain who we were and what we were doing. I thought about how our efforts were always informed by moment-to-moment conflict analysis, by a deep probing of violence and the role of power in Guinea-Bissau, about the immediacy and dexterity of our actions, about our moving across sectors horizontally and within sectors, vertically, to encourage integration of effort. It struck me that we were “peace guerillas”. Like guerilla warriors we tried to “hit” strategically identified “targets”. We were mobile, we were light on our feet, administratively and physically, we were active through collaborators and we were focused on one

objective: that we would prevent mass violence.

So I told the film crew we were “peace guerillas”. The label seemed to fit. The film crew has adopted it as the working title of their film. And like Martin Griffiths, I have come to recognize that we must embrace the qualities and modus operandi of both the “maverick mediator” and the “peace guerilla” if we are to be effective in achieving our ultimate goal: peace.

But there are downsides.

The downside to acting as a “peace guerilla” is running the risk of being misperceived by others, foreshortening the full response that is needed to prevent violence. The “peace guerilla” may be seen as impulsive, reactive, and his or her commitment to long-term violence prevention and peacebuilding “processes” could be misunderstood. A “peace guerilla” is obviously working outside the normal cycle of donor funding and peacebuilding programming. This can make other needed partners in violence prevention uneasy as the “guerilla” is seen moving quickly, appearing here and there, possibly even messing up the tidy world of larger organizations and systems.

The “peace guerilla” may not be seen as acting in a disciplined way. The analysis of need and the identification of required accomplishments needed now to stabilize a violent situation, to build the basis for further, deeper prevention work, may not be as obvious or as urgent to others as it is the “peace guerilla”. This can give others pause, and even a reason to dismiss this type of “maverick” activity.

While working hard to forge and mobilize partnerships, and wanting to achieve short –to- intermediate goals so that long-term sustainable peace may be built, the “peace guerilla” may be reluctantly accepted by other actors in the peacebuilding community but only on a short-term basis.

The “guerrilla’s” refusal to stake out territory, to be seen to offer a singular service or to have a conventional “model” of operating, can make others uncertain of the professionalism and predictability of the “guerilla”, thereby reducing the ease with which others might engage with the “guerrilla”.

There is also the simple fact that an effective “peace guerilla” may cause jealousy and resentment in others who, because of who they are and what they do, cannot achieve what the guerrilla does.



Being aware of these “downsides”, however, should not discourage appropriate people at appropriate times from taking on the role of a “peace guerilla”. Strategically-informed, quickly executed actions that mobilize needed resources to achieve stability and build the basis for locally owned long-term violence prevention programming is absolutely necessary in potentially volatile situations.

Antidotes to being misperceived, misused or mistreated are necessary. Ultimately, both local actors, whether government officials, the military or civil society as well as other providers of peacebuilding services must trust the “peace guerilla”.

Some ways in which the “peace guerilla” can neutralize potential downsides, build trust, and achieve maximum value include:

- Having funding and administrative arrangements that allow maximum executive decision-making and flexible operating procedures;
- Demonstrating professional competence in conflict analysis and violence prevention;
- Having no stake in self- or corporate promotion;
- Being an active listener and adjusting priorities and responses to what those who know are saying is needed;
- Being sufficiently transparent to all key stakeholders;
- Putting resources in and providing tangible support to local leadership disposed to nonviolent, practical actions;
- Being comfortable and competent in working in all relevant sectors, including security;
- Being seen to act across sectors, facilitating integration of effort, and vertically within sectors, supporting practical immediate activities at the community and international levels;
- Demonstrating a broad repertoire of competencies and actions, from facilitation to mediation, to violence prevention advocacy, to having the technical know-how of lobbying for action; and
- Remaining engaged.

Ben Hoffman is the Director of the International Peace and Prosperity Project & President, CIAN.

*¹ *Talking Peace in a Time of Terror: United Nations Mediation and Collective Security* By Martin Griffiths, March 2005

A Canadian International Mediation Capacity

Flaurie Storie

The Dept. of Foreign Affairs, more specifically the Conflict Prevention and Peacebuilding Group of START (the Stabilization and Reconstruction Task Force), is taking a serious look at whether Canada ought to build an international mediation capacity.

The notion has been floating in START for the past year or so. The idea was voiced in a meeting between officials and civil society groups in mid-September 2005. Some time later it was raised in a meeting between CIAN's President and a START official. It was one of the issues addressed in a spring 2006 conflict prevention DFAIT Fast Talk session. Most recently, one of the sessions at the annual Peacebuilding and Human Security dialogue explored the potential for Canada to become more involved in international mediation efforts.

A START official claims that they are consulting widely and are only at the very beginning of their deliberations. It would thus seem appropriate to pose the following:

- What are some key questions that need addressing?
- Given gaps in international mediation efforts and Canada's comparative advantage, to which aspects of

1. The term peace process is being used here in its broadest sense, from initial quiet discussions through to implementation and follow up/monitoring.

2. Some of these ideas are gleaned from the author's involvement in some of the aforementioned meetings, etc; others are those of the author either feed through the consulting process or newly generated after participation in the meetings, etc.



peace processes and talks might START give serious consideration?

- What cautions or thoughts for deliberation are offered at this point in time?

Key Questions

1. What are the main motivations, at this point in time, for the development of an international mediation capacity within DFAIT? Do such driving forces fit with Canada's present and potential capacity and comparative advantage?
2. Does "true" demand for Track I mediation exceed supply despite the talent deficit proclaimed by some?
3. Would DFAIT be prepared to play a supporting role to the "big name" mediators (whether individuals or countries like Norway and Switzerland); at least as a means to build its own enhanced and expanded capacity?
4. To what extent can the disturbing fact that over 50% of countries revert to violence within five years of peace processes be explained by lack of "professional knowledge and skills" of the mediators and other actors involved whether local, regional or international?
5. Given that it has been acknowledged that DFAIT does not have much experience in this area, to what extent is START willing to engage the existing mediation and peace process capacity within international-experienced, Canadian civil society?
6. To which level/s (Track I, II, III) would Canada add the most value; have the most comparative advantage? How would Canadian efforts be integrated with those of other in the specific context?
7. What styles of mediation is Canada best suited to bring to the international arena?
8. How might Canada's often claimed priority on gender issues influence more active, viable and influential participation of women in peace processes including at the table and beyond?
9. How will Canada address the dearth of international women mediators?

How Might Canada Engage in Peace Processes?

If DFAIT, after its wide consultation, concludes that this is a direction that it intends to pursue, how might Canada engage in peace processes? There are the obvious:

- support the UN proposed Mediation Support Unit or regional mediation efforts,
- designate "big name" envoys with appropriate support and resources,
- initiate and/or support quiet diplomacy efforts
- initiate, design and facilitate dialogues at the meso and/or micro levels to contribute to the prevention of the outbreak of violence and/or build trust and cooperation across sectors/communities.

However, in considering this question, four actual situations that the author has encountered come to mind that speak to present day gaps.

Scenario 1:

A coalition of NGOs is one of a co-mediation team are attempting to convene discussions between a coalition of opposition parties and the government in power. They find themselves with the credibility and legitimacy to do so (referent power) but realize they don't know the difference between negotiation and mediation. They realize they need to quickly seek capacity building, strategic advice, and ongoing coaching. They do not have the funds to engage such.

Scenario 2:

A women's committee attached to a given peace process find that their voices are getting little attention and /or are largely discounted or ignored. They seem to have little awareness wherein their power lies (what assets actually exist within and beyond the committee). They voice that they need different strategies to assert women's needs and rights in order to have them articulated in the discussions and have them included in the peace accord.

Scenario 3:

One of the rebel parties to the raging violent conflict indicates that it would consider talks but it has no idea what to expect from such a process. They don't see themselves



as having much chance to get their demands met given the resources and international recognition bestowed on the government in power. They also question how they could possibly keep their members informed of the proceedings; for them an absolute necessity.

Scenario 4:

A recognized and credible former politician has been appointed thorough the UN process to mediate the end to a protracted, violent conflict and the issuing peace talks. The parties are on site as are any number of observers. However, little progress is being made as the appointed mediator spends most of his time closeted in his headquarters. The conclusion is that he does not know how to proceed.

What do these scenarios suggest as potential involvement of a Canadian international mediation capacity; at least as a starting place?

Capacity Building

The most obvious need that these scenarios depict is the need for capacity building in the dimensions of peace processes including the requisite knowledge and skills by all parties including the third party. Canada already has substantial expertise in capacity building in mediation, etc. including in the requisite clinical skills and managing multi-party, multi issues complex negotiations that could be called upon to support the various dimensions of peace processes.

Designing Inclusive Processes

A second obvious need depicted by the four scenarios and one that has been recognized and has been argued for, especially by women's groups, is that of inclusive peace processes. In the range of 50% of countries fall back into violent conflict within five years of signed peace agreements. It is advanced that the present propensity to involve only the main parties involved in the violence and thus largely only their interests and needs being reflected in the peace agreements, is a main contributing factor to this documented phenomenon. Thus, the designing of inclusive peace processes is essential. On the other hand, it is acknowledged that implementing inclusive peace processes is a daunting challenge. At the same time, it is argued that to do otherwise is no longer a viable option. The total costs of the destruction by a return

to violent conflict caused to the state and its citizens and to the international community deem it so. Again, Canada has honed capacity in the design and implementation of inclusive processes. In fact, for many conflict practitioners, intervention is seen as a design process.

Coaching and Mentoring

A third need expressed by those involved in peace processes is the need for coaching and mentoring to support their engagement. This would largely be at the strategic process level; however would include among other elements, constituency mechanisms and media considerations.

Are these more supportive rather than lead approaches a better place for Canada to start? The question that arises here and as articulated by one of the panelists at the May

Dialogue session is: whether Canada would be willing to work behind the scenes or must it fly the flag as is so often the wont of Canada's involvement abroad?

DFAIT is encouraged to consider what might be termed a "mediation applied and integrated" approach. That is, the processes, strategies, and skills of conflict and situational analyses, process and systems design, negotiation, facilitation, and mediation are seen as the essential

elements of a practitioner's competency. Further, these competencies are integrated into all interventions and applied as is appropriate in a given context at a given time.

Cautions or Thoughts for Deliberation Perhaps Canada, and more so the countries it chooses to be of assistance to, would be better served if Canada was to take a go slow and discrete approach that builds on existing capacities.

- Full political support is essential for Track I efforts as are adequate resources and commitment to involvement for requisite time. What is the likelihood of such support?
- For obvious reasons, Canada must resist the temptation to take a "have mediation capacity will travel" or "mediation without borders" approach.
- Diasporas have been cited as obvious Canadian

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assets. What needs to be given consideration to ensure that in fact their engagement is an asset?

- The need for a team approach to mediation is overwhelmingly obvious as is the need for collaboration and cooperation with other countries engaged or considering engagement in a given violent conflict situation.
- How prepared is Canada willing to take the diplomatic risks that such involvement would entail?
- What kind of mechanism would best house Canada's international mediation capacity; especially where resounding flexibility and the willingness and ability to work in ambiguity are usually not the norm in a culture of bureaucracy?

Conclusion

Whether DFAIT decides to or not to engage in developing an international mediation capacity, it is encouraged to recognize the capacity that exists at this point in Canada, to support that capacity including the articulation and documentation of better practices and by providing resources to conflict and mediation practitioners when they have the opportunity to assist in the diverse aspects of peace processes. DFAIT must guard against the conventional wisdom that was predominant in Canada's domestic mediation field in its early days and has been voiced in discussions; that "we are doing lots of this already". As one of the May 2006 Dialogue panelists cautioned: "Mediation is not for amateurs".

Flaurie Storie is an international peace and conflict practitioner with many hours of mediation under her belt. Flaurie is actively engaged in pushing the frontiers of knowledge and practice in conflict prevention and peacebuilding to meet the complexities of the twenty-first century.

Call for Trainers!

CIAN wishes to build a "community of practice" (CoP), where a community of practice is a group of people bound together by passion for a shared vision and shared expertise.

To this end, CIAN would like to welcome and engage new trainers who share our common values, expertise, and passion for creating a world where violence is prevented and destructive conflict at the personal, family, community, and global levels is resolved nonviolently.

If you would like more info or to submit your workshop outlines for consideration then please email us at: ciian@ciian.org

No Job For A Soldier?

Military Forces in 21st Century Peace Operations: No Job for a Soldier? is a major new study of the realities of contemporary warfare, which presents a range of fresh insights and is essential reading for all students and professionals engaged in the field.

This unique book clearly shows us that:

- neither military nor civilian agencies can act effectively alone in resolving modern conflicts
- joint civil-military efforts are needed, and those efforts must be deliberately planned from the outset of an operation; they cannot be added on as afterthoughts when all else has failed



- the record of our efforts over nearly a decade and a half since the end of the Cold War demonstrates that we are doing badly at creating civil-military partnerships, and that we are not getting better.

James V. Arbuckle shows how these issues are neither structural nor organizational - they are cultural. They involve attitudes, beliefs, perceptions: positive and negative, true and false. The solutions will involve changing attitudes, moving beyond prejudices, replacing competition with cooperation. The principal mechanisms for this will be common civil-military training and education.

Military Forces in 21st Century Peace Operations: No Job for a Soldier? is available for purchase online at www.amazon.com

James V. Arbuckle served 36-years as an infantryman in Canada and in Germany, and with UNFICYP and UNPROFOR. He is a member of the Faculty of the Lester B. Pearson Canadian International Peacekeeping Training Centre, and was from 1999-2003 working with the OSCE. He now lives in Austria.

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New articles have been added to the violence prevention blog, including an Op Ed piece entitled *No More Darfurs!* which asserts that Canada should focus on building capacities to undertake Early Responses to Early Warnings in order to prevent future conflicts, such as the current one in Darfur, from occurring.

We welcome new article submissions and comments.

Please check the following website for more information or to read the current articles: <http://iarpv.blogspot.com>

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Legal Counsel’s Six Minute Court Connected Mediation Primer: 11 Practical Points Towards Making Your Mediation Successful

Richard Moore

Choosing a Mediator

1. Choose the mediator yourself. Don’t let the mediator be chosen by default.

It is not to your client’s advantage to let the mediator be chosen by default.

In my view, lawyers often place greater weight on the mediator’s detailed substantive knowledge than is warranted. Study your case in its broadest aspects looking at not only the legal and substantive aspects of the case but also the practical aspects and emotive aspects as well. Then select the appropriate mediator considering his or her experience, training, style and reputation.

Preparing the Client

2. Ensure that the client knows that the process is different than the adversarial process.

The goal, of course, remains one of achieving a realistic resolution of the case but let the client know that you will be behaving differently than you would behave at trial. Tell the client that this does not mean that you are not “on your client’s side” or not looking after his / her interests.

3. Prepare the client to take the lead role throughout the mediation.

This rule applies generally to all kinds of disputes, including those where representatives of insurance companies or corporate defendants are participating. To have an individual party open up and talk freely about deeply personal or tragic matters and then to hear no direct response from the other side, but only from counsel, is not helpful to resolution. It is preferable for the client to take early ownership of the meeting by making the opening statement himself /herself.

Preparing Yourself

4. Both substantive preparation and attitude are important.

a) be comfortable in your knowledge of a realistic range of settlement possibilities;

b) come with an optimistic attitude regarding settlement, and be prepared to stretch.

5. Have the necessary people in attendance at the mediation session and ready to participate.

Necessary people include not only those with formal authority to instruct, but those whose concurrence is practically required by each party to resolve the matter.

Examples of such necessary people include spouses and other family members, friends, financial advisors, accountants, business partners etc.

At the Mediation Session

6. Don’t be afraid of emotion.

The expression of emotion is healthy and often necessary before options or concrete settlement proposals can be seriously considered. *Mediation is not about working around conflict, but about working through conflict.*

Be patient. A Chinese fortune cookie message states: *A handful of patience is worth a bushel of brains.* Ensure that all parties are given a full opportunity to express their needs, interests, and concerns in a respectful, understanding manner. If this has been accomplished, you are well on the road to a successful resolution.

7. Don’t assume that you know what’s driving the parties or what is required to resolve the case.

Listen carefully. It is not always only about money. Other requirements might be:

- Direct access to voice complaint
- Need to understand what went wrong/what happened
- Apology



- Save face
- Letters of reference
- Standing in the community/reputation

8. Remember that mediation is essentially a collaborative process.

Even in a court connected mandatory setting, collaboration is required to give your client the best chance of a reasonable settlement. It is an opportunity for you to provide your client with a real alternative to the adversarial process. Take advantage of it. Also, if at the end of the day, no resolution is reached and the case moves through trial to an unhappy conclusion, it is comforting to know that you had given your client a real alternative.

At the conclusion of the Mediation (if resolved)

9. Get it signed.

If you've gone to the mediator's office for the mediation, bring a disk with draft minutes of settlement on it. Preparing the draft prior to the meeting will also help you ensure you've considered all of the issues of importance to the client.

At the conclusion of the Mediation (if no resolution)

10. Remember the mediation is not a one time, three hour make it or break it session.

The first mediation session provides a wonderful opportunity to settle the case as everyone is well prepared, focused, and, perhaps most importantly, all in the same room.

If the meeting produces no final resolution, you can, however, return. Build on the progress made in the first session and remember that the cost of another mediation session is modest compared to the cost of continuing less focused negotiations, motions, preparation of affidavits of documents, discoveries, trials and appeals.

Richard Moore is Director of Domestic Training, CIAN & President MDR Associates.

How to Ruin a Continent

Milton Lauenstein

To ruin a continent, put local farmers out of business by sending tons of free food. Bankrupt local clothing manufacturers by sending bales of free clothing. Induce corruption by providing millions in financial aid. Strip the local workforce of talent by hiring them to assist with the "aid" program. Disrupt political stability by making small arms readily available.

The effectiveness of this approach to ruination is illustrated by Africa's weakened economy, political instability and rampant violence, achieved with the help of hundreds of billions in "aid" poured in over the past 40 years.

A better way is being demonstrated in the West African country of Guinea-Bissau. Two years ago, Guinea-Bissau was high on the list of places where violence was anticipated. Now, the outlook for peace is much brighter. Local people, assisted by a small, informal group of professionals, addressed their own problems and created a National Action Plan for political and economic development, which they are now implementing.

With a little help and encouragement, local people can solve their own problems.

Milt Lauenstein, Gloucester, MA

Peacebuilding as a Profession

Civilian Peace Service Canada; the Canadian Institute for Conflict Resolution; Peace Studies, McMaster University; and the students of the Contemporary Peacebuilding Course, Conflict Studies, Saint Paul University and its' Lecturer, Dr. Peter Stockdale held a workshop at Saint Paul University, Ottawa, in March 2006 to define competencies, experience, training, and education for the Canadian Peace Professional.

The objectives of the workshop were:

1. To determine what formation is required to create a Canadian peace professional for Canada and the world.



2. To determine what it would take to adjust our education and training to create a peace professional program and how it might be established.

3. To bring together practicing professionals, academics and students to better define this evolving field.

The desired results were:

1. To begin to define peace professional profiles for competencies, education, training & experience.
2. Help Canadian institutions to collaborate amongst themselves to better form such peace professionals
3. Determine next steps in that collaboration and in the elaboration of the Civilian Peace Service Canada.

The objectives were well met. Further steps have been put in place to reach the desired results.

The workshop was attended by over thirty individuals, representing a wide range of Peace focused organizations and academic institutions in Ontario, though mostly in Ottawa.

Prior to the workshop, all invitees were forwarded a chosen definition for the concept of a 'Peace Professional', to ensure that all participants were at least initiating the workshop with a common understanding. Attached to the workshop itinerary, the concept of a Peacebuilder was defined as such:

“A Peace Professional is a person trained, skilled and experienced in building peace through a variety of means, principally non-violent conflict transformation.”

The workshop participants defined two types of training that peacebuilders require: broad interdisciplinary training and pre-deployment context-specific training.

Furthermore, the workshop participants identified the core competencies and experiences that peace professionals need. These ranged from an individual's personal philosophies to their personality traits to skills which they could learn and develop through training.

For example, the following were identified by the workshop participants as being important:

PERSONAL PHILOSOPHIES

- Truthful
- Nonjudgmental
- Concerned with “social justice”
- Conscious of personal actions in general life and how they contribute to conflict/peace

PERSONALITY/CHARACTER TRAITS

- Able to learn on the job
- Able to face defeat or burnout
- Being strategic, using what you know
- Able to build his/her own support network
- Team worker
- Motivated
- Accountable
- Maturity
- Common sense
- Resourceful
- Diplomatic

TRAINABLE SKILLS & KNOWLEDGE

- Intercultural sensitivity/understanding
- Conflict resolution skills
- Evaluation skills
- Peace theory knowledge
- Knowledge of development



- Group/Team awareness (what is a competent team? competent individual?)
- Understanding underpinnings of who you are (conscious/unconscious) and otherness
- Understand military culture
- Understand NGO culture
- Concept of impartiality
- Ability to help oneself prevent burnout and help others prevent

Workshop participants also made suggestions for fulfilling the training needs of Canadian peace professionals. Some of these include:

- creating a new 3-6 month peacebuilding program that focuses on practical aspects
- making training affordable
- providing tax relief for training
- encouraging employers to let staff take time off to attend training events
- building new networks to connect individuals in different peace programs in Ontario (and eventually nationally)

“PRACTICING THE MANTRA ‘CONFLICT RESOLUTION IS FOR EVERYBODY’, THE NETWORK INVITED THE PUBLIC IN TO LEARN ALONG WITH CONFERENCE ATTENDEES ABOUT CR IN THE HOME AND FAMILY, HEALING BETWEEN FAITH COMMUNITIES, AND THE CURRENT CONFLICT IN CALEDONIA.”

Interaction 2006. Cultivating Peace: Dialogue, Dispute Resolution, Democracy.

Heather Pincock

Winnipeg was alive in early June with the energy of the nation’s top conflict resolution professionals as they congregated for the 9th biennial Interaction conference, organized by the Conflict Resolution Network Canada (www.crnnetwork.ca). The conference theme encompassed the broad range of interests of this group of academics, practitioners, and new comers to the field: Cultivating Peace: Dialogue, Dispute Resolution, Democracy. From June 7th to 10th the Winnipeg Convention Center was bubbling with the latest theory, skills, and wisdom in our exciting interdisciplinary field.

As in the past, Interaction kicked off with a series of full day institutes on a range of topics. Participants chose to spend the day building their knowledge in a number of areas including conflict in health care, aboriginal legal traditions, family mediation, and restorative justice. Some chose instead to hone their

skills studying anger management, training instruments and techniques, workplace conflict, or comparing different approaches to mediation.

If that wasn’t enough learning for one day- conference participants and the Winnipeg community were invited to attend a series of public lectures held Wednesday evening at the Convention Center. Practicing the mantra ‘conflict resolution is for everybody’, the Network invited the public in to learn along with conference attendees about CR in the home and family, healing between faith communities, and the current conflict in Caledonia. Attendees no doubt appreciated the information on such practical and timely issues.

Thursday morning a stirring keynote address was delivered by Graham Snyder, father of Danny Snyder the NHL hockey player who was tragically killed in October 2003 from injuries sustained in a car accident in Atlanta, where he was playing with the Thrashers hockey franchise. Mr.



Snyder, in his speech entitled “The Power of Forgiveness”, told the audience the story of his son’s death, which took place days after friend and teammate Dany Heatly crashed his Ferrari with Snyder in the passenger seat. Mr. Snyder talked about the pain his family went through, not only from losing their son but also from watching a retributive justice system work towards prosecuting and imprisoning Heatly for vehicular homicide.

The Snyder family publicly forgave Heatly and worked with the Atlanta DA to negotiate charges and sentencing that would ensure justice was served while allowing Heatly to continue his hockey career. The Snyders hail from Elmira, not too far from the Network’s home office and the historical birth place of restorative justice programs in Canada and arguably the world- Community Justice Initiatives (CJI). Snyder spoke of the relationship he developed with CJI founder Mark Yantzi and the connections he saw between forgiveness, restorative justice, and his own story. Many in the auditorium were brought to tears and Graham Snyder received a moving standing ovation for his courage and commitment to restorative principles. To say it was a powerful opening to the conference would be an understatement.

Afterward a full day of sessions on themes ranging from conflict in health care, schools, the international system, local communities, workplaces, private practice, and between religions and cultures began. I myself spent an engaging day at the academic gathering, sharing and learning about that field’s latest developments. From the feedback I got from other conference participants, and the buzz I overheard during inter-session breaks, it seemed that all the various sessions were building enthusiasm and raising challenging and important questions for participants.

The public was once again welcomed in for an evening program featuring a conversation with former Senator and United Church Moderator Lois Wilson and Ovide Mercredi, former national chief of the First Nations Assembly and current chief of the Chief of the Grand Rapids First Nation in Manitoba. The two accomplished speakers spoke about Canadian democracy, and its weaknesses in particular. They returned frequently to the topic of the Canadian government’s treatment of Aboriginal peoples and the need to make significant and lasting change to that pattern of injustice. Participants left with much to reflect and deliberate on with their fellow citizens.

Friday morning was no different than Thursday with an overwhelming selection of topics to choose from, engaging presentations, and active question periods. On Friday

afternoon we saw the return of an Interaction tradition: Marketplace of Ideas, a series of short presentations and workshops that allow participants to get a taste of the diversity in the CR field.

A major highlight, taking place outside the Convention Center walls, was the Cultivating Harmony Concert on Friday night at Winnipeg’s West End Cultural Center. The audience was thrilled by the unique sound of Madrigaia. This seven piece, all-female, a capella group merges music from various cultural traditions to make beautiful, rich rhythms and harmonies. Their music delighted the Interaction participants and fit perfectly with the themes of the conference. They were followed by the Afro-Latin Jazz sensation Papa Mambo who raised the temperature in the room and got a good crowd shaking and dancing!

My own personal highlight was the chance to attend a session run by health care professional and conflict resolution practitioner Phyllis Beck Kritick, author of *Negotiating at an Uneven Table*. Having studied this book in an introductory course in Conflict Studies, I was well aware her arguments about power imbalance in conflict are relevant beyond the health care sector where she works. She kept the group engaged on Saturday morning, the last day of the conference, with discussions of health care as “the last frontier of conflict resolution” and emphasized generally the need for self-awareness on the part of conflict practitioners and participants.

All in all the conference was a great chance to re-establish old connections and make new ones with people across the country (and continent!) that share a commitment to facing conflict making it productive. I’m looking forward to the next conference, in 2008 in that fabulous city: Montreal! I hope I’ll see you there!

For more information about the CR Network visit www.cnetwork.ca.

Heather Pincock is a PhD student in political science at the Maxwell School, Syracuse University. She works closely with the University’s Program on the Analysis and Resolution of Conflicts (PARC) and volunteers at a mediation center in the city of Syracuse. Heather is a graduate of Carleton University in Ottawa and a former CIAN intern.



Alumni News

To our Alumni:

Ever wonder about anyone you trained with at a CIIAN course?

Want to find out what some of your colleagues are doing?

Want to share your current work and how the CIIAN training played a role?

CIIAN News wants to hear all about it! Send us a brief email about your current work and ask us about another CIIAN graduate. We'll run your blurb in the ALUMNI NEWS section of each issue and contact those you asked about and ask them to do the same.

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The Power Clinic for Mediators

Tools and Techniques for moving parties from destructive to constructive forms of power + exploring how to address power imbalances at and away from the table.

September 15, 2006

November 24, 2006

Violence Prevention: Theory-Informed Practice

This course gives participants a comprehensive framework and practical skills to link Early Warning to Early Response through holistic multi-sectoral, multi-level interventions.

September 6-8, 2006

November 6-8, 2006

Negotiating Agreements in Conflict Settings

This five day, dynamic course gives participants a set of key skills to meet the challenges of working in high conflict, violent settings.

October 9-13, 2006

Module I Conflict Theory and Introduction to Negotiation and Mediation
August 15-18, 2006

Module II Mediation
August 21-24, 2006

Module III Advanced Negotiation & Mediation
October 16-19, 2006

All courses and dates shown above will be delivered in Ottawa. Please contact us for information on courses offered in other locations.

For course descriptions, fees or courses offered in other locations, please contact Heidi Ruppert, Director of Domestic Training Program at 613-230-8671 or toll free at 1-866-212-8022. For information on the web, see www.ciian.org.



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The above named practitioners are registered with the Canadian International Institute of Applied Negotiation (CIAN). Registration attests to the fact that they have successfully completed the Institute's 120 hour program and submitted a Practitioner's Portfolio which includes subscription to a code of practice. The Institute, however, is not a governing body and is not responsible for the practice of those listed. We do, however, provide these names to potential clients.



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