

SUMMER 2008

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CIAN  NEWS

CIAN Has a New Head Office

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320 Laurier Avenue East

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CIAN announces the appointment of Mr. Richard Moore as its Associate Executive Director



We are pleased to announce that Richard Moore has been appointed Associate Executive Director of the Canadian International Institute of Applied Negotiation.

For the last five years, Richard has been Director of CIAN's Domestic ADR training

program. He will continue in that capacity while he takes on his expanded role of Associate Executive Director.

Trained as a lawyer, Richard's involvement in dispute resolution extends over two decades. He has extensive mediation, and Alternative Dispute Resolution (ADR) consulting and training experience. In addition to CIAN's Registered Practitioner in Dispute Resolution (RPDR) designation, Richard had been granted Chartered Mediator (C. Med.) and Chartered Arbitrator (C. Arb.) designations from ADR Institute of Canada and the accredited family mediator status from the Ontario Association of Family Mediation.

Richard also serves as a board member with the ADR Institute of Ontario and as chair of the



Advisory Council of the National Capital Region YMCA-YWCA Community Mediation Program.

He is retired from his law practice and now works exclusively in conflict resolution acting as a neutral third party delivering conflict coaching, workplace assessment, mediation, facilitation, arbitration, med/arb, conflict management system design and other conflict management services to wide range of clientele in the public, private, and not-for-profit sectors.

Areas where he has mediated include: commercial contracts, employment and workplace issues, health care issues, human rights, First Nations, estates, real estate, professional negligence, personal injury, insurance, construction, family and property disputes.

In conflict system design work, he has consulted internationally in Guyana and the Philippines in projects introducing court connected mediation into High Court of Guyana and the Philippine Supreme Court.

A significant part of his work involves training in the broad dispute resolution spectrum, including programs developed by his company, MDR Associates. He is an adjunct professor at the University of Ottawa Law School, has taught negotiation and professional responsibility for the Law Society of Upper Canada, and is a core faculty member for the Canadian International Institute of Applied Negotiation.

He has had significant community volunteer involvement and in 2003 was awarded the Gordon F. Henderson

Award by the County of Carleton Law Association for volunteerism in the community. ♦

CIAN'S Violence Prevention Blog

CIAN continues to maintain a blog on the theme of Violence Prevention.

For more information or to read the current articles, please visit the blog on the web at: iarpv.blogspot.com

We welcome new article submissions and comments.



CIAN's New Leadership Training Benefits

By Renée Elaine Gendron, MA and Senzeni Mapendere

On Saturday April 12, 2007, CIAN held its first Basic Leadership training workshop. The workshop was the launch of CIAN's new "Leadership Training". Participants were volunteers from an array of backgrounds, including students, accountants and specialists in immigration settlement. The workshop was held at the Bob MacQuarrie Recreation Complex in Orleans.

The one-day workshop introduced participants to fundamentals of leadership, key leadership skills and to the process involved in personal leadership development.

The following is a testimony from Ms. Lucy Konji, one of the participants in the training workshop:

"I recently attended a course on 'The Basics Of Leadership' organized by CIAN. I have attended various courses over the years but none so truly useful and enjoyable as this one. This course differed from others in that it was highly interactive with a high level of participation encouraged. I was fully engaged in a fun-learning environment. The facilitator seemed to truly care about the quality of experience each of us was having.

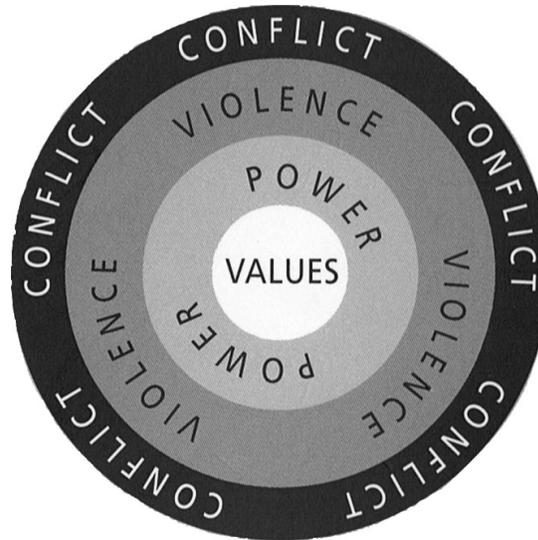
The level of teaching, coupled with the material covered in the course allowed me to return to work and immediately begin applying what I had learned. This made my training with CIAN a truly valuable investment.

As an Insurance Professional, effective communication, which entails active listening, is key to success. Therefore the elements shared in particular on how to make others feel comfortable when communicating have been put to good use daily both at my work place and at home.

Thanks for the memories and daily benefits I continue to experience from the course material." ♦



Violence, Not Conflict, is the Enemy of Peace



**By Dr. Ben Hoffman,
President and CEO**

For quite some time now I have been encouraging peace workers to focus on violence and not conflict, per se. I have argued that the term “violent conflict” is an unhelpful conflation for those really seized with the challenge of ending violence and nurturing peace. Why do we treat “violent” as an adjective when it is violence itself that should be our focus when we work for peace? Why do we say “post-conflict peacebuilding” when we know it is really post-violence peacebuilding? As though conflict is now over with the signing of a peace agreement.

Some reply that this is really a semantic issue and that I am misguided in my diagnostic obsession with “Violence”. What about the fact that there can be conflict expressed non-violently, they assert. What’s wrong with the goal of “conflict transformation”, they ask.

My point is that I have come to believe

that conflict is really a **symptom** of violence.

It all started for me when I realized a deepening of the phenomenon I was confronting in my work. I started out in the “Conflict Resolution” field and when I got into war zones I found I was confronting violence itself. When I looked at violence more closely, both overt and structural, I realized I was confronting the way in which power was being used. “Violence” was “power over” and peace it seemed would be a form of “power with” – a liberating power. Then I looked at why those who use Power Over – that is, those who use power abusively, I realized I needed to consider values. Those who use power to abuse must hold a set of values that “enables” or “permits” them to use power to violate.

I was thinking this through as I was in war zones and becoming so clearly aware of the impact that violent people had on others as well as coming to appreciate the real implications of the term “structural violence”. This happened when I began to



look at the root causes of “violent conflict”. Apart from the nasty deeds of violent people I discovered that structural violence was a profound factor in the emergence of most “violent conflict”. Indeed, conflict emerges as a symptom of the underlying violence. When those who suffer this underlying, persistent, structural violence they find themselves in conflict with the source of the violence. They experience conflict (tension, disharmony, incompatible interests) with the oppressor or oppressive structures.

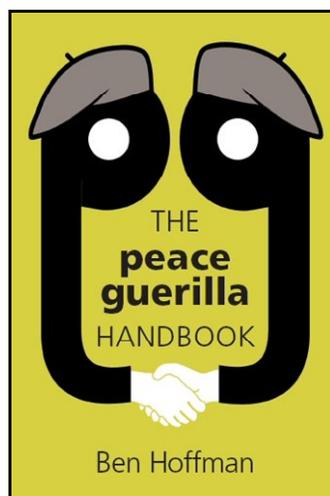
Failing to resolve the issue through peaceful means, and suffering continued violation, it is not surprising that some groups turn to violence in an attempt to rise out of their violent circumstances. Clearly, violence can beget violence.

So, if we are to build peace, I reasoned, we should focus on its enemy. That means for me that I now focus more on the actual actors and factors that are a form of violence or likely to be violating of someone. Of course there is conflict in these cases. But I no longer worry as much about the Conflict (the symptom) and I

‘Apart from the nasty deeds of violent people I discovered that structural violence was a profound factor in the emergence of most “violent conflict”. Indeed, conflict emerges as a symptom of the underlying violence.’

pay less attention to trying the “transform” the “conflict”. I try; instead, to transform the way power is being used or expressed. The transformation of power from abusive to liberating forms is the deep challenge. Underlying it, however, is the deepest of all challenges, dealing with values.

I’ll try to address that challenge in the next issue of the CIAN newsletter. ♦



The Peace Guerilla Handbook

This Handbook is for anyone charged with the task of preventing political violence or with building peace. The Handbook puts flesh on the bones of commonly recited “best practices” for peacebuilding: that action be theory informed, holistic, comprehensive, collaborative, facilitative and sustained. It goes further, calling upon the peacebuilder to apply unconventional methodologies in an ever-vigilant effort to remove violence and to build the conditions in society that will make positive peace sustainable.

Learn more by visiting: www.newmathforhumanity.com



Health as a Bridge towards Violence Prevention and Reconciliation – Sri Lanka



By Gord Breedyk

In mid February 2008 CIAN was requested to support World Health Organization, Sri Lanka, in preparing a proposal for funding of their “Health as a Bridge towards Violence Prevention and Reconciliation” initiative. Gord Breedyk went to Sri Lanka to work with local staff to perform interviews and to develop the proposal. This was a follow-up mission to the one undertaken by Ben Hoffman in November last year.

The Goal of the project has been determined to be:

- To prevent collective, interpersonal and self-directed violence at the community level and promote inter-ethnic reconciliation in Sri Lanka

The Objectives of the project are to:

- Train and support healthcare providers and other stakeholders
- Develop and implement community-based violence prevention and reconciliation action plans
- Establish violence surveillance and referral systems

The project identifies healthcare practitioners as catalysts for violence prevention and peace building through provision of healthcare, modeling inter-communal reconciliation, facilitating inter-communal dialogue, mediating disputes, building multi-party/sectoral consensus and advocating for needed services. This new approach requires finding a holistic response to all categories of violence, identified and described in the ‘**National Report on Violence and Health**’. These are self-directed, interpersonal and collective violence.

There are 25 Districts in Sri Lanka each with approximately ten Medical Officer of Health (MOH) areas. Although there is no conformity, the average population that a MOH is responsible for is approximately 60,000. The project, although ultimately national in scope in terms of its intended

“The project identifies healthcare practitioners as catalysts for violence prevention and peace building through provision of healthcare, modeling inter-communal reconciliation, facilitating inter-communal dialogue, mediating disputes, building multi-party/sectoral consensus and advocating for needed services.”



impact, will focus over the next three years on 2 MOH divisions in 6 districts. There are approximately 20 to 30 villages per MOH area (estimate).

In terms of ultimate impact of this initiative, it is anticipated that 600 health care, community and other organization workers will be directly trained and ultimately 750,000 people in the 6 Districts affected will have participated in the project.

The results expected from the project are:

- Continued demonstration of equitable delivery of health programmes and services.
- New community-based violence prevention and reconciliation activities.
- Demonstrated multi-ethnic reconciliation;
- Improved surveillance of violence.
- Increased overall community well-being due to reduced violence.

The project is currently awaiting funding. ♦



Alumni News

To our Alumni:

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

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

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

CIAN News wants to hear all about it! Send us a brief email about your current work and ask us about another CIAN 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.

Send Alumni News to:

ciian@ciian.org



An Innovative Justice Program in Liberia Benefits from Mediation Expertise it Gained From CIAN



Fatou Coleman reviewing cases with the Grand Gedeh team
Photo by: Jeffrey Austin

**By Jeffrey Austin,
Carter Center, Liberia**

An innovative project in southeastern Liberia is working to advance justice day by day for rural Liberians.

The hallmark of The Carter Center's partnership with the Catholic Justice and Peace Commission, one of Liberia's leading human rights organizations, is flexibility. Ten Community Legal Advisors (CLAs) are trained to seek justice for the clients who walk into their offices using a wide range of skills and tools. But one of the most common ways they solve problems is through mediation, a skill they acquired last year from CIAN training. According to case records, CLAs used mediation in nearly 2/3

of their cases in the first quarter of 2008.

Gabriel Nimely, a JPC CLA, says the formal court system has suffered from a historic lack of trust in his region of Liberia. Before, he says, "people viewed the court as the only option for resolving conflicts. But sometimes in the court the judges eat money and forget about the case. At the end of the complainant is not satisfied while the defendant is still having him on mind for carrying him to the court in the first place."

Nimely works out of a modest office in Grand Kru County. Grand Kru is Liberia's most remote region and is sometimes called "walking county" because of its lack of roads. Indeed,



“Together we sat and talked the case and at the end the two of them were able to come to an agreement.”

Nimely walked four hours and swam across a river to reach the JPC’s most recent monthly retreat, a chance for the CLAs to share their experiences mediating conflicts and seek feedback on their cases from attorneys on staff of The Carter Center and the JPC.

Mediation, Nimely says, accords much more naturally with the way rural Liberians usually solve their problems. This past March, Nimely mediated a case in the coastal town of Grand Cess between two friends who began to quarrel over a pair of ducks one had lent the other. “Together we sat and talked the case and at the end the two of them were able to come to an agreement.”

In addition to mediation, JPC CLAs advise people on their rights before the law, assist them to navigate courts and other formal authorities, advocate for justice, and refer serious matters to staff attorneys. In recent months, JPC CLAs have persuaded fathers to support children they had abandoned, counseled a rape survivor throughout the course of an investigation and trial that resulted in a rare guilty verdict, and reported cases of misconduct and brutality by police officers. The JPC’s regional coordinator has also been invited to sit on a committee trying to mend the rift between two chiefdoms in

Maryland County engaged in a land dispute sparked by Liberia’s 14 years of civil war.

The Carter Center believes that pursuing justice in such a comprehensive manner will build the conditions for a lasting peace. In addition to its partnership with the JPC, the Center provides capacity support to the Liberian Ministry of Justice and is in the process of developing a Sex Crimes Unit in the prosecutors’ office. The Center also runs civic education campaigns in partnership with a number of Liberian civil society organizations and works to build the experiences and opinions of rural people into the national legal reform dialogue.

Liberia’s post-conflict reconstruction and its dual system of statutory and customary law make it an ideal setting for a wide array of alternative dispute resolution options. Recognition of the importance of these options is growing – and bringing results at the grassroots in rural Liberia. ♦





UPCOMING CIIAN COURSES

Module I

Conflict Theory and Introduction
to Negotiation and Mediation*

February 23 - 26, 2009
August 18 - 21, 2009

Module II

Mediation*

March 23 - 26, 2009
August 24 - 27, 2009

Module III

Advanced Negotiation &
Mediation

October 20 - 23, 2008
October 19 - 22, 2009

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

* Modules I and Modules II, when both modules have been completed, have been accepted as an Approved Mediation Course, by the [ADR Institute of Ontario \(www.adrontario.ca\)](http://www.adrontario.ca) Inc.

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.

**R
P
D
R**

**Registered
Practitioners in
Dispute
Resolution**

- Joanne Archibald
- Barbara Atlas
- Suzanne Beaulieu
- Jean Benoit
- Peter Bishop
- Enid Blackwell
- John Blakney
- Christiane Boisjoly
- Gilles Boudreau
- Donna Clark
- Rebecca Dalton
- Laura Deeks
- Herve Depow
- Blaine Donais
- Mike Hart
- Doreen Hartley
- Margaret Kish
- Michel Laurin
- Gérald Lavallée
- Cynthia Leber
- Mel Mapp



- Richard Moore
- Geneviève O'Sullivan
- Louise Owen
- Ken Peterson
- Michelle Plouffe
- Anna Preto
- Marion Rivers
- Evita Roche
- Brian Ross
- Norman Ross
- Mary Rozenberg
- Heidi Ruppert
- Chris Stark
- Francine Titley
- Ginette Trottier
- Walter Williams
- Ellen Zweibel
- P. Ross Landry
- Maureen McKeown

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.

RPDR Faculty

Ben Hoffman (613) 754-5283

Richard Moore (613) 230-8671

Jeffrey Mapendere (613) 237-9050

Senzeni Mapendere (613) 237-9050



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



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