

SUMMER 2011

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CIAN NEWS

CIAN to Administer the Ottawa Police Service's Voluntary ADR Program

CIAN to Administer the Ottawa Police Service's Voluntary ADR Program 1

CIAN was awarded a contract in July of this year to administer the Ottawa Police Service's Voluntary ADR Program (VADRP) for the next 18 months.

Call for Papers : Canada & International Mediation 2

The OPS VADRP provides a system of alternative dispute resolution to the OPS in its handling of public complaints against OPS members, as well as internal personnel issues. It offers members of the public and police members the opportunity for a timely, effective, private, and voluntary resolution of the complaint.

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The VADRP operates in collaboration with the [Ottawa Police Association](#). ♦

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Pictured above, from left to right, are Ms. Marie Coady, VADRP Program Coordinator; Dr. Evan Hoffman, Executive Director, CIAN; Staff Sergeant Michel Marin, Professional Standards Section; Mr. Steven Gaon, VADRP Roster Mediator; and Mr. Richard Moore, VADRP Roster Mediator.



Call for Papers: Canada and International Mediation

The Canadian International Institute of Applied Negotiation (CIAN) in collaboration with the Canadian Foreign Policy Journal (CFPJ) is producing a special issue on the topic of Canada and International Mediation: What Role in 2012 and Beyond?

With recent demands for freedom of expression, accountable government and equitable economic opportunity and benefits in countries throughout the Middle East; the continued threat of terrorism; a fragile and slowly recovering global economy; trade frictions; increased instability due to global warming and pressures on ecological systems; and predicted shortages of essential resources; the next ten years will be very different from anything we've seen in the past. The international stage is rapidly changing and Canada is no longer seen by some as an impartial broker of peace.

Canada has had some notable foreign policy achievements in the past including our pioneering work in peacekeeping during the Suez Crisis, developing the Responsibility to Protect (R2P) norm that aims to prevent mass atrocities such as genocide and ethnic cleansing, and former Foreign Affairs minister Lloyd Axworthy's efforts to successfully create the Ottawa Convention – an international treaty banning the use of land mines.

However, the time is ripe for Canada to re-examine its international role, reflect on its performance in conflict resolution, prevention and mediation and to assess its peacemaking services. This special issue will examine if and how Canada can become a leader in promoting mediated solutions to global and regional problems over the coming ten years.

Selected papers will be edited and published as a special issue of Canadian Foreign Policy Journal in 2012. We welcome submissions from a variety of disciplines focusing on case studies, comparative analysis, policy processes, theory and historical studies of specific Canadian efforts. Junior scholars, practitioners and representatives of civil society are strongly encouraged to submit a paper.

Submission Procedure and Deadline

Draft papers must be submitted by October 31st, 2011. Authors will be notified by email if their paper will be considered for publication. The Journal is committed to a full peer review process.

For further details, including the submission process, please see visit the following website:

<http://www.tandf.co.uk/journals/rcfp> or email CFPJ@carleton.ca



Celebrating CIAN's 20th Year with a Special Anniversary Edition of the CIAN News

In 2012 we will be celebrating CIAN's 20th anniversary with the release of a special anniversary edition of the CIAN News.

This special anniversary edition of the CIAN News will feature interviews with some of CIAN's past Executive Directors, Board Members, and others who've been instrumental over the years in shaping CIAN. It will also feature a selection of some of the best articles published in the CIAN News over the last 20 years and a number of pictures from our photo archives.

If you've taken CIAN training in the past or have worked with us on one of our projects and you'd like to have your comments or congratulatory words published in the special anniversary edition of the CIAN News, we'd like to hear from you. Please send your comments to ciian@ciian.org ♦

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



New and Upcoming Publications by CIAN Staff and Associates

Listed alphabetically:

Gendron, Renée. February 2011. "Conflict Expressed Through Electronic Communication: Ramifications for the Mediation Process"

<http://ciian.org/assets/forms/concomms.pdf>

Hoffman, Evan and Jacob Bercovitch. "Examining Structural Components of Peace Agreements and Their Durability" *Conflict Resolution Quarterly*, Vol 28 No 4, published Summer 2011.

Workshop on Developing Young Peace Professionals

CIAN was a co-sponsor of a one-day workshop on developing young peace professionals held earlier this year in Ottawa.

The final workshop report is now available.

<http://www.ciian.org/assets/forms/yppworkshopreport.doc>

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CIAN Continues to Make a Positive Impact in West Africa

CIAN's Youth Learning Initiatives Scholarship was established in September, 2009 to support the education and well-being of young people from post-conflict countries so that they can make positive impacts in their communities.

Since its inception nearly two years ago CIAN has been supporting a young man, Mr. Ibrahima Diallo, from the West African country of Guinea-Bissau.

The scholarship fund recently received a very generous donation from the [Whistler Timber Frame Company](#) and CIAN received the following message from Ibrahima after these funds were transferred to him:

Hello! It's me Ibrahima. This is a message to let you know that I have received the transfer. Please tell [the donors] that I thank them for the continued financing that they are providing for my schooling. And please thank them day and night. I thank them and I embrace them.

Please [contact us](#) if you'd also like to contribute to this scholarship. ♦

Did you Hear?

CIAN's Founding President, former Senator & Ambassador Douglas Roche, has been nominated for the Nobel Peace Prize.

<http://www.cbc.ca/canada/edmonton/story/2011/02/04/edmonton-roche-nomination-nobel-peace-prize.html>



Thinking Outside the Box: Alternative Ways to Gauge Mediation Success

On Thursday, March 31 Dr. Evan Hoffman was one of the speakers at The Canadian Institute for Conflict Resolution (CICR) Alumni Gathering.

Dr. Evan Hoffman gave a presentation entitled “Thinking Outside the Box: Alternative Ways to Gauge Mediation & Negotiation Success” in which he discussed a new method for measuring success by examining both subjective and objective criteria that are clustered around four different conflict dimensions. ♦



Dr. Evan Hoffman will also be instructing on the first year residency for the MA in Conflict Analysis & Management Program at Royal Roads University this summer.

<http://www.royalroads.ca/program/conflict-analysis-and-management-ma>



Peace Guerilla students from Ross Road Elementary School meet with Dr. Ben Hoffman

In March, 2011 Peace Guerilla students from Ross Road Elementary School in North Vancouver met with Dr. Ben Hoffman, President of the Canadian International Institute of Applied Negotiation (CIAN).

Ross Road Elementary School is currently running a peace education pilot project involving grade 6 and 7 students in dialogue about peace and how it applies to themselves, their community and the world.

Working with teacher leaders Anami Naths and Carmen Yuen and supported by Inya Mitrovich, a masters student in the Conflict Analysis and Management Program at Royal Roads University, this student group has learned about conflict resolution and problem solving, and has engaged in critical thinking about global issues.

This pilot project came about as a result of CIAN's Canada Expedition initiative. Anami Naths, teacher and Canada Expedition guide, was inspired to launch the project as result of her involvement with the Canada Expedition.

The Peace Guerillas of Ross Road Elementary School are the first group of students sponsored in part by CIAN.

Please contact us (cian@cian.org) for more info on this pilot project and how you too can be involved! ♦





Threats and Hazards to Durable Peace in Nepal

By Ann Baker

Bercovitch & Hoffman (2011) have developed a framework to distinguish between a good agreement that leads to durable peace and a poorly crafted one that leads to a breakdown of peace and a resumption of violent conflict. Using this framework as a lens through which to view Nepal's 2006 Comprehensive Peace Agreement (CPA), it appears to be a fairly well designed agreement in that Nepal has almost made it through what Hoffman (2010) calls the "critical five-year period during which time peace agreements are especially fragile" (p. 8). That being said, fragility still exists in the form of threats and hazards to a long-lasting peace in Nepal. In this article I will provide a glimpse of what some of those threats and hazards are in an attempt to draw attention to a country still struggling to create an enduring peace.

Case Study: Some Background Info on Nepal

Nepal was immersed in a 10-year civil war from 1996 to 2006 that came to a close when the Seven-Party Alliance, the CPN (Maoists), and the government signed the Comprehensive Peace Agreement (CPA) on November 21, 2006. The Maoist soldiers put their weapons in a depot and allowed themselves to be cantoned with monitoring by the United Nations. Since then the country elected a Constituent Assembly (CA) in 2008, putting the Maoists in the majority, and were tasked with drafting a new constitution by May 28, 2010. After sixteen attempts, Jhalanath

Khanel, the chairman of the Communist Party of Nepal (Unified Marxist-Leninist), was finally elected as prime minister on February 3, 2011. The first deadline for writing the constitution came and went and was extended to May 28, 2011. When that deadline arrived, a crisis was averted when an 11th hour deal was made to extend the CA and the deadline for the new constitution for three months that required the newly elected prime minister to resign (Chapagain & Yardley, 2011). The country struggles to form a working government as it transitions from a 240-year-old Hindu monarchy to a democratic republic. The January 2011 exit of UN Peacekeepers sent to monitor Maoist combatants threatens the peace as tension levels raise and the country's economy flounders amid a worldwide recession.

Analysis

Hoffman (2011) defines hazards to peace as "long-term predictable obstacles that can be overcome via good forward thinking, planning, and appropriate action" and threats to peace as "sudden short-term unexpected events" (chart). The broad categories of threats and hazards are included in his chart below:



Five Broad Threats & Hazards to Sustainable Peace/Processes	
Threats	Hazards
Sudden Collapse of Agreement	No Agreement Reached
Direct And/Or Structural Violence Suddenly Re-Starts	Direct And/Or Structural Violence Continues
Sudden Slippage Back To Negative Peace	Inability To Transform Conflict and Build High Quality Peace
Sudden Destabilizing Removal Of Outside Support	Over-Dependence On Outside Support/Not Self-Perpetuating
Sudden Increase In Tensions Or Sudden Appearance Of New Strains	Capacity To Handle Unresolved Negative Tensions And Other Strains Is Not Sufficient

Looking down the “Threats” column, one can see the common denominator is the suddenness of any of those events occurring. Currently, Nepal’s CPA is still holding, violence has not suddenly re-started, there has not been sudden slippage back to negative peace and there has not been a sudden increase in tension. There has, however, been a sudden destabilizing removal of outside support when the United Nations Mission in Nepal (UNMIN) formally ended their mission on January 15, 2011. Even though this was a planned event, the Maoists had requested an extension until at least May 2011, but the government made the decision to terminate the mission (Jolly, 2011). Reports indicate that Maoists are not comfortable

leaving the responsibility of the cantonment of 19,000-23,000 Maoist combatants in the hands of the government, despite the fact that Maoists now make up the majority of the CA. This issue of how to integrate Maoist soldiers into the national army appears to be a major point of contention and may be the single biggest threat to a lasting peace in Nepal (Brady, 2011).

Mac Ginty (2008) points out lessons learned from Northern Ireland’s Post Good Friday Agreement. First and foremost, they neglected to address the underlying “issues of chronic mistrust” (p.112) that manifest as security problems. “The second lesson was that inter-group perceptions of insecurity can be independent of changes in the security environment” (p. 112). Both of these lessons can be applied to the situation in Nepal. There are deep divides in the CA and neither side trusts the other when it comes to the issue of reintegration of Maoist soldiers. Maoists want their soldiers integrated into the national army, but there is resistance, specifically from General Katawal (Economist, 2009, May 30). Moreover, there is the inability of the Maoists to reign in the Young Communist League, specifically in the Terai region, where lawlessness and crime continues to run rampant (Economist, 2007, November 10), which speaks to Mac Ginty’s (2008) point that “violence is not switched off like a tap by the mere agreement of a peace accord” (p. 112).

Referring back to Hoffman’s (2011) chart in the “Hazards” column, an argument can be made that all items listed apply to the situation in Nepal. We have already discussed the fact that no agreement has been reached on drafting



Nepal's new constitution and specifically what to do about the cantoned Maoist soldiers growing restless and weary of confinement. So, the inability of decision-makers to come to agreement over these two issues constitutes a threat *and* a hazard to a durable peace in Nepal.

The second item, "direct and/or structural violence continues," applies to the situation because both direct and structural violence is apparent in certain regions of the country. Brief mention has already been made about the Young Communist League and the inability of the Maoists to rein them in. The best illustration of continued direct violence is the situation in the southern plain of what is known as the Terai region. It is now considered the most violent part of Nepal. Perpetrators include "a string of new militant and criminal groups, and the army and the police" (Economist, 2007).

The structural or indirect nature of violence is more pervasive and insidious. Given the fact that Nepal has a 240 year history of Hindu monarchy, it is easy to see how the hierarchical nature of the political and social structures have become the archetype in the Nepalese psyche.

This is manifest in the continued socio-economic divide that fuels deeply rooted conflicts based on urban/rural and caste/ethnic inequalities. It is no accident that power remains with the political elite consisting of mostly Brahmins and Chetris, the upper levels of the discarded Hindu social structure. Historically, the underrepresented and now they want their grievances addressed through representation in parliament. The result is a competition for resources that continues to fuel conflict (Thapa & Sharma, 2009).

Building on the work of Stephen Stedman (1997) around the concept of

"spoiling," Mac Ginty (2008) distinguishes between "deliberate" or "indirect accidental spoiling" (p. 119). The idea of accidental spoilage applies to indirect or structural violence that create hazards to durable peace. The three types of accidental spoiling are inter-communal violence, intra-group feuding and crime all of which puts extra tension on an already struggling society.

Inter-communal violence has already been addressed under threats and again as direct violence due to the situation in the Terai. The second type of accidental spoiling, intra-group feuding, is observable at the highest levels of government in the CA and the military down to the local level where "the minorities' sense of continued discrimination; the politicians' obsession with short-term political gains; and the Maoists' failure so far to accept peaceful, competitive politics" (Economist, 2007), creates what Mac Ginty (2008) refers to as "the drip-drip nature" of (indirect) violence that has "a long-term corrosive effect" and "also provides the 'ammunition' for political leaders opposed to the accord" (p. 124).

Intra-group feuding has led to a failure of the CA and a political stalemate that has impeded progress at all levels of government. The Asian Human Rights Commission's report on "The State of Human Rights in Nepal in 2010" cites the public's lack of confidence in the state's ability to provide the basics such as security, public services and the administration of justice. Other concerns include the state's inability to protect human rights. There appears to be no accountability for human rights infractions such as the abuse of citizens by government soldiers, which points to a weakness in institutions of law.



Furthermore, the “lack of political will” to institute a Truth and Reconciliation Commission provisioned in the CPA fuels leftover war grievances.

The third type of accidental spoiling is crime. Mac Ginty (2008) acknowledges that nations emerging from war may have difficulty distinguishing “between politico-military and criminal activities” (p. 126). Activities engaged in during war such as thievery, rape and hostage taking, that are clearly criminal in nature during peace, may not stop simply because somebody signed a paper somewhere else in the country calling an end to conflict. Mac Ginty (2008) identifies five “persistence factors” that are carried over from war and may contribute to criminal behaviors (p. 126):

- 1) State Incapacitation;
- 2) Cultural Permissiveness Towards Crime and Violence;
- 3) The Presence of Former Combatants;
- 4) The Recycling of Military Weapons for Criminal Purposes;
- 5) Uneven Economic Development.

All of the persistence factors listed above apply to some degree to the situation in Nepal and constitute hazards to durable peace.

The fifth persistence factor, uneven economic development, deserves additional scrutiny in this discussion because it is one of the underlying issues that caused the Maoists to take up arms in the first place. Murshed & Gates (2005) studied the relationship between horizontal inequality and the Maoist insurgency and found that grievance rather than greed was a factor in the civil war. Aspects of horizontal inequality include asset inequality, unequal access to public employment, unequal access to public

services and over-taxation, and economic mismanagement (p. 123). Horizontal inequalities speak to the risks of war, when unresolved, becomes part of the structural violence that creates a hazard to peace post-conflict.

The uneven economic development in Nepal contains all the aspects of horizontal inequality. Joshi & Mason (2008) studied the client relationship between the peasant and landowner in Nepal and found that landowners have much to lose if land reform becomes a reality or a democratically elected government with a majority of Maoists decide to heavily tax the landowners. Peasant cultivators living on the land are caught in the middle when landowners put pressure on them to vote with the landowner against populist candidates. They found that “new democracies are at risk of failing and reverting to non-democratic forms of governance” (p. 767) when there is high inflation, a low level of per capita income, land is the primary source of wealth, and a small percentage of the population tied to the political elite owns the majority of the land.

Uneven economic development is also created by geography. Do & Iyer (2010) found a direct correlation between geography, poverty and conflict intensity. Mountainous terrain and heavily forested areas of Nepal favor the conditions for insurgent activity. This is due in part to the fact that these areas have fewer roads, thus less access to government services which contributes to poverty. There is no agriculture in an agricultural based economy, so there are no jobs. The high levels of poverty in these areas fuel grievances against the government and drive the population into the arms of the



insurgents.

There are two more factors that contribute to economic inequalities that fall under the threat of continued structural violence—the practice of caste discrimination and the role of women. Even though the caste system was officially abolished in 1963 and caste-based discrimination is prohibited under national law, loopholes and flaws in the criminal justice system have denied victims of caste-based discrimination the protection of their rights. The Dalits, members of the lowest caste also known as “untouchables,” have suffered greatly since many rural areas of Nepal still consider them to be of little or no value to society (The State of Human Rights in Nepal in 2010).

Women, too, continue to experience economic inequalities. Culturally, it is the practice for women to eat after the men. In a country that is experiencing food shortages and hunger on a mass scale, women “are more vulnerable than men to hunger” (The State of Human Rights in Nepal in 2010). Moreover, women lag behind in all aspects of horizontal inequalities outlined above, specifically in ownership of assets and properties and access to civil service and

private sector jobs (The State of Human Rights in Nepal in 2010).

In a study of Ghorki women who participated in literacy programs in the mid 1980’s, Leve (n.d.) found that the success of the program was the empowerment of women. As women became literate and came to understand gender inequality, they joined the insurgency because they were attracted to the Maoist ideal of gender equality. Continued economic inequality for women becomes a hazard to peace when they realize they have been oppressed and make conscious choices to take action against what they perceive as an unjust government.

The persistence of uneven economic development is clearly tied to crime, the third type of accidental spoiling. That said, Mac Ginty (2008) cautions that crime statistics may often be unreliable since reporting may be flawed, especially during the period immediately following the cessation of violent conflict. Even so, “crime has been a major factor in the outright collapse of peace accords, while in other cases it has acted as a cancer that inhibits the institutionalization of the peace accord” (p. 125).

The last three items on the chart under “Hazards” are the “inability to transform conflict and build high quality



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peace”, the “over dependence on outside support/not self-perpetuating”, and the “capacity to handle unresolved negative tensions and other strains is not sufficient.” It is obvious the Nepali government is unable to transform conflict and build a durable peace at this time. The CA continues to wrangle over the fate of the Maoist soldiers and the drafting of the new constitution, which also makes them unable to build capacity to handle unresolved negative tensions.

In regard to the government’s over dependence on outside support, the United Nations peace operation in Nepal has “had an extraordinarily narrow mandate and no armed peacekeepers” (Suhrke, 2011, p. 38). Still, there is a presence with the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Children’s Fund (UNICEF) and the United Nations Development Programme (UNDP) all collaborating for the protection of children. Specifically, they are providing socio-economic support for the rehabilitation of disqualified minors discharged from the Maoist army. UNDP also oversees food programs and other

humanitarian assistance. Additionally, there is a mine action team to assist the government in clearing mine fields and the United Nations Resident Coordinator who is developing a strategy to coordinate partner support to implement the CPA (United Nations Security Council, 2010, December 23). So, it is safe to say Nepal is currently over dependent on outside support and as a country is not self-sustaining which creates another hazard to durable peace.

Conclusion

By using Hoffman’s (2011) “Five Broad Threats & Hazards to Sustainable Peace/Processes” as a tool to analyze the threats and hazards to a long lasting peace in Nepal it is clear that the number one threat to peace at this time is the unresolved issue of the Maoist soldiers and how to integrate them (or not) into the national army. Moreover, it is also clear that all five categories listed as hazards also apply. The biggest hazard is the continuation of direct and/or structural

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violence in the form of uneven economic distribution between the urban and rural areas, the ethnic and religious groups, women and those in the lower levels of the illegal caste system. ♦

References

A full List of References for this article can be downloaded from the CIIAN website here:

<http://www.ciiian.org/assets/forms/references.pdf>

Ann Baker is a Child Protection Officer with the State of Montana and an MA Student in the International Mediation Concentration in the Conflict Analysis and Engagement Program at Antioch University Midwest (Ohio).

CIIAN's Focus on Nepal

Starting this summer, Dr. Evan Hoffman will be supervising the research of 3 different MA students each of whom will be focusing their studies on different aspects of Nepal's peace process.

Two of the students will be undertaking this thesis research as part of the requirements for graduating from the International Mediation Concentration in the Conflict Analysis and Engagement Program at Antioch University Midwest in Ohio and the third MA student is doing a Professional Field Placement Report as part of the requirements for receiving the MA in Human Security and Peacebuilding from Royal Roads University (Victoria).

Moreover, CIIAN and The Center for Economic and Social Development (CESOD) in Nepal have recently developed a joint project proposal to support and build the capacity of community mediators in Nepal via a series of interlinked mediation trainings and the development of a new peer-support network.



No War, No Peace: Nepal's Struggle to Implement the Comprehensive Peace Agreement

November, 2011 will mark the 5 year anniversary of Nepal's Comprehensive Peace Agreement (CPA) which brought a bloody and devastating civil war that went on for 10 years to a peaceful end. However, as hopeful as this may seem not all is well and Nepal currently finds itself moving down a path that so many other countries ravaged by civil war have also taken. Peace may be slipping away as the country struggles to implement the CPA.

After the CPA was signed, more than 30 other agreements and memorandum were also signed between Nepal's government and different regional/ethnic political groups. These agreements are also waiting to be implemented in order to strengthen the trust between the state and regional/ethnic political groups.

The country is making a huge shift away from the previous style of governing (a monarchy with a king) to the current democratic government system. So, not surprisingly, they are struggling to embrace democracy and make peace work. The departure of UN peacekeepers in January, 2011 made this an even more difficult and daunting task and many challenges remain.

The Current Situation

Since the CPA was signed there have been problems with its implementation.

There has been ongoing political infighting and the parties had failed to draft a new constitution by the May 28, 2010 deadline. This deadline was consequently extended until May 28, 2011 and there are few signs that they will be more successful this time.

Implementing other parts of the CPA has also been problematic. For example, the CPA called for the establishment of Local Peace Committees (LPCs) in 75 different districts. These LPCs were to be tasked with job of resolving local disputes. To date, however only a small handful LPCs have been formed and of those very few, if any, are fully functioning at the moment.

Approaching the Five Year Anniversary of the CPA

Fortunately, for Nepal it looks as though it might be on track to surpass the critical five year period after signing a peace agreement in which they are especially vulnerable to collapsing.

However, even if the CPA doesn't fully collapse, the alternative isn't much better. There is a high likelihood that the implementation of the CPA may bump along for the next few years, much the same as it has done for the last four and half years. This would, in effect, create a situation of "no war, no peace". While open violence may be averted, full peace and prosperity might not ever be reached resulting in a lack of development, continued poverty, and ongoing political instability.



What the International Community Can Do to Help

There is some good news in all of this, however, and the international community can play a very important and helpful role getting Nepal back on track. At a regional level, India and China and other countries in the region with a vested interest in seeing peace in Nepal can support Nepal's political players in the peacebuilding process.

At the national level, it is clear that the international community can play a very helpful role with state building. Training and capacity building on the themes of good governance, justice, and in several other related sectors could be helpful at this time.

Lastly, support for bottom-up, grassroots peacebuilding initiatives - especially those occurring in the rural areas outside of Kathmandu - could be beneficial. More specifically, the international community can help to create a new Track 2 peace process that could support the current and ongoing Track 1 peace process that is occurring at the national level.

Moreover, the LPCs could be strengthened and supported so that they can undertake their important work building peace at the local and community level.

The people of Nepal have expressed a very strong desire for peace and it is clear that they need help achieving this. The international community, as outlined above, can play an important role in this regard and further support and assistance would be warmly welcomed at this crucial time in Nepal's history.

For More Information:

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Dr. Evan Hoffman is the Executive Director of The Canadian International Institute of Applied Negotiation (CIAN) in Ottawa.

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Mr. Shrawan Sharma is the Executive Director of The Center for Economic and Social Development (CESOD) in Nepal.



Photos from Recent CIAN Courses







Recent Comments from CIAN Alumni

Comments From Mod II - March, 2011 (Ottawa)

"Wonderful training. So happy to have participated."

"Amazing training. The level of theory was just perfect. Good mix of role-plays vs theory."

"Thank you for a most informative + useful workshop."

"Another fantastic learning experience created by CIAN."

Comments From Mod I - May, 2011 (Ottawa)

"This was one of the best mediation courses I have ever taken. Both facilitators were extremely knowledgeable + very dynamic."

"Best training I have ever received. Well done!"



Upcoming Courses & Workshops

COURSES

Module I

*Conflict Theory and Introduction to Negotiation and Mediation**

Tuesday August 16 - Friday August 19, 2011 (Ottawa)

Tuesday February 21 - Friday February 24, 2012 (Ottawa)

Monday August 13 - Thursday August 16, 2012 (Ottawa)

Module II

*Mediation**

Monday August 22 - Thursday August 25, 2011 (Ottawa)

Monday March 19 - Thursday March 22, 2012 (Ottawa)

Monday August 20 - Thursday August 23, 2012 (Ottawa)

Module III

Advanced Negotiation & Mediation

Monday October 17 - Thursday October 20, 2011 (Ottawa)

Monday October 15 - Thursday October 18, 2012 (Ottawa)

* 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](#) Inc.



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- Norman Ross
- Mary Rozenberg
- Heidi Ruppert
- Chris Stark

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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