

CDR Associates' Background, Services & Experience in Land-Use Conflict Management

Background & Services

CDR Associates has extensive experience in collaborative decision making in regard to land-use issues. A few examples of this work are:

- Decision-making dialogues regarding reuse of land on which hazardous materials have been mined or manufactured
- Public dialogues to provide feedback to industry and/or public agencies regarding mining practices
- Capacity-building training and design of systems to assist in reintegration of internally displaced persons and settlement of associated land and property disputes

CDR understands that disagreements and conflicts are a fact of life within communities and societies and for the people who live and work in them. Disputes may be among neighbors, public agencies or private industry.

Conflicts can also occur in the public arena. In normal times, disputes may emerge over the development of policies, rules, regulations or reoccurring disputes between organizations or parties. In post-conflict situations, such as the end of civil wars where parties have in the past engaged in violent conflict but are now trying to re-build their institutions or societies, ongoing unresolved land disputes can hinder a return to stability, ongoing development or peace.

Collaborative decision making involves comprehensive and creative responses to a wide range of land use conflicts. CDR Associates has special expertise in the development of targeted responses to issues, problems or conflicts. Working closely with concerned leaders and parties, CDR will:

- Identify and diagnose the cause of recurring land use problems or public disputes
- Develop a range of possible collaborative decision making or conflict management procedures to address them (public policy dialogues, mediated roundtable decision making forums, conflict resolution coaching, dispute resolution strategy design, facilitated problem-solving discussions, etc.)
- Work with the client organization(s) to match appropriate procedures to the issues, problems or disputes that are to be managed and resolved
- Design a comprehensive collaborative decision making process that includes a set of appropriate and sequenced conflict resolution procedures
- Train personnel to implement and administer future processes
- Promote and/or market the system to potential users (such as community groups)
- Maintain quality control and feedback to assure organizational learning and change

Selection of Experience

Design of dispute resolution system for air base—Air Force Base Conversion Agency—Work with AFBCA to resolve environmental cleanup issues at an early stage in order to prevent delay in cleanup. CDR worked with AFBCA and federal and state regulators (including USEPA Region IX; the California Department of Environmental Protection, Department of Toxic Substances Control; and the Region V Water Quality Control Board to recognize and resolve environmental cleanup issues at an early stage in order to prevent delay in cleanup, to support efficient use of taxpayers' monies, and to encourage cooperative working relationships among the Air Force and the regulators.

Collaborative Resource Management in Western Colorado—University of Michigan School of Natural Resources and Environmental Policy—*CDR provided training in conflict management and consultation in specific conflict areas for State, local and public officials.* This workshop was presented in conjunction with the University of Michigan, conducted on the Western Slope of the Rocky Mountains, and focused on development of collaborative programs regarding the conservation of natural resources in the State.

Process design for issues related to manufactured housing development—City of Boulder and University of Colorado Environmental Design School—*Provided process design and facilitated planning discussions regarding design criteria and site selection criteria for new and relocated manufactured housing developments.* These discussions included representatives from city officials, residents, developers, designers and the financial community.

Facilitated stakeholder discussions on master-planning process—Denver Regional Council of Governments (DRCOG)—*Facilitated negotiations between the Denver Regional Council of Governments planning staff and planners from DRCOG's constituent members regarding the role of regional master planning.* Issues included the acceptable degree of control the regional plan should have over local plans, the part DRCOG should play when conflicts arise between overlapping local plans, the function of the regional plan as a predictor of future trends, and the desired latitude in regional planning beyond state legislative mandate and federal requirements for regional water quality and transportation planning.

Land-Use Planning Dialogue—Douglas County, Colorado, Strategic Planning Task Force—*Facilitated public dialogue regarding development policy.* Facilitated negotiations among public officials, planners, developers, and interested citizens from Douglas County, Colorado regarding modifications to the Douglas County Master Plan and the establishment of a county-wide development policy.

Design and facilitation of public policy dialogue—Douglas County, Colorado, Minerals Extraction Planning Task Force—*Facilitated decision-making meetings of the Minerals Extraction Planning Task Force of a rapidly developing suburban county regarding extraction of mineral resources.* The Task Force was charged with making recommendations on policies to govern the withdrawal and refinement of sand, gravel, and quarry aggregate. Its goal was to develop a plan that would allow for the extraction of commercially recoverable mineral resources in a manner that would protect the public health and safety, adequately mitigate adverse impacts and degradation of the environment, and minimize land use conflicts. CDR assisted the Task Force discussions to reach consensus and make recommendations to the County Commissioners (which were accepted without opposition)

Convening, design and facilitation of public policy dialogue—Jefferson County, Colorado—*Design, convening and facilitation of an Aggregate Resources Mining Roundtable to develop new county policies.* Facilitated a yearlong process to develop new mining policies for this rapidly growing county adjacent to Denver, Colorado. The consensus-based plan, which was unanimously approved by the County Commissioners, met needs for economic development, environmental protection and quality of life of local citizens. It also resulted in the creation of the first Aggregate Resources Mining Ombudsman office in the United States.

Facilitation of a county Growth Management and Landuse Plan—Jefferson County, Colorado—

Facilitated an award winning public stakeholder process to develop a growth management plan for a rapidly growing sector of this metro-Denver county.

Situation Assessment and Facilitation of a Growth Management Initiative—El Dorado County, California—

CDR worked with the Board of Supervisors and Planning Department staff to address growth management issues. The result of the assessment was the development of strategies to address highly contentious growth management issues in this rapidly growing community in Northern California. Issues included conflicts over transportation, water, protection of endangered species, targeted areas for development, development of a master plan, and procedures for making policy decisions.

Dispute systems design to address farmer-lender issues—Kansas State Department of Agriculture—

Consultation on Dispute Resolution Systems Design and capacity-building training in Mediation. CDR cooperated in program design and training for a statewide mediation service based at land-grant universities to resolve conflicts between lenders (federal lending agencies, banks and other agencies) and borrowers. The process allowed parties to restructure farm loans or develop a transition process for ending farming operations.

Mediation of mining dispute—(Parties confidential)—

Mediation between a large industry and a local community group regarding a silver and copper mine in a Western state. CDR successfully mediated an 11-year dispute regarding disposal of mine tailings and the industry's proposal for creation of new mine. The mine had been closed for several years, but the community had concerns that both surface and groundwater were being polluted. The resolution settled a lawsuit, included protocol for community involvement in the development of the company's new project, and created a fund for joint monitoring and management of the closed mine.

Dispute resolution training for land managers—National Park Service and U.S. Geological Survey—

Consultation and advanced training in dispute resolution. This was a follow-up to a course conducted previously for employees of the two agencies. CDR worked with leadership to design programs based on the needs and experiences of the USGS and NPS staff. The program included training as well as systems design and consultation assistance.

Airport relocation and expansion—Stapleton Airport, Denver, Colorado—

Facilitation for community input. Facilitated two large public meetings in Denver and surrounding communities in which plans for the new airport were presented and the public was provided with an opportunity to comment on the development. These meetings were initiated by the Airport Development staff to enhance the quality of public input and to identify problems that need to be addressed in order to build a broad-based consensus on the location of the facility.

Consensus-based public dialogue on future use of nuclear weapons plant—U.S. Department of Energy—

Convening and facilitation of Rocky Flats Nuclear Weapons Facility Future Site-Use Working Group. CDR convened and facilitated a public planning process for the Working Group which had been charged with making recommendations to the U.S. Department of Energy regarding future use of the site. The U.S. EPA, the Colorado Department of Public Health and the Environment, the U.S. Department of Energy, environmental groups, small and large landowners, and development interests worked together for over a year to analyze and make recommendations regarding long-term future site-use options. After long, technically complex and often contentious

negotiations, the entire group reached consensus on recommendations to the U.S. Department of Energy.

Facilitation of permitting and environmental regulation process for oil refinery—State of Pennsylvania Department of Environmental Protection—*CDR facilitated meetings between the Pennsylvania DEP and a Pennsylvania oil refinery regarding improvements to permitting processes and possibilities for taking a facility-wide approach to permitting and environmental regulation.* This project produced improved relationships between the regulatory agency and the oil refinery, developed a series of options for joint training, initiated streamlined but protective permitting processes, and enhanced public communications.

Convening and facilitation of state growth management plan—State of California Growth Management—*CDR assisted the California Senate and Assembly to convene and conduct a process involving stakeholders from the private, public, and public interest group sectors to negotiate elements of a state growth management plan.* The process resulted in the development of a series of recommendations that were incorporated into legislation.

Strategy design and capacity building for growth management plan—State of New Jersey, Office of State Planning—*Consulted with the New Jersey Office of State Planning and representatives of 21 counties in the State of New Jersey, to design and implement a growth management plan.* This was a “cross-acceptance” process for the negotiation of a state environmental protection and economic development plan. CDR assisted in process design and trained participants in principles and procedures for public involvement, cooperative negotiations and meeting facilitation.

Training and consultation for integration of current processes into new growth management plan—State of New Jersey, Department of Transportation—*Capacity-building training for coordination of Transportation and State Growth Management Planning.* Trained state and county staff in negotiation procedures to coordinate their efforts to integrate transportation planning into the State Growth Management Plan.

Mediation regarding city planning—State of New Jersey, Washington Township—*Mediation of transportation planning issues related to the creation of a new town center.* CDR facilitated successful meetings between the State Department of Transportation and county officials and staff to plan a new town center and transportation network for this rapidly growing township.

Consultation among Tribal leaders, National Park Service, environmentalists and other stakeholders—National Parks Conservation Service—*Tribal Environmental Dialogue: Native American Tribes & Environmentalists Dialogue Regarding Cultural Uses of National Park Lands.* CDR convened and facilitated a team composed of the National Association of Tribal Historic Preservation Officers and the National Parks Conservation Association, which then worked with stakeholders to organize a series of dialogues among tribal representatives, environmental interests, and the National Park Service regarding guidelines for tribal access to Park lands for cultural and ceremonial purposes. The aim of the dialogues was to develop principles to guide decisions and then to work with groups at selected pilot sites to resolve contentious issues. The project culminated with a “Summit” of three teams (made up of National Park staff, tribes, and environmentalists) from three National Park areas, hosted by the Yurok Tribe in Klamath, California.

Mediation of Working Group dialogue regarding clean up issues—U.S. Environmental Protection Agency, Region VIII—*CDR facilitated a lengthy dialogue among key stakeholders regarding the Vasquez Boulevard/I-70 site in Denver, Colorado, a community of Hispanic and Black, largely low income residents.* The Working Group's goal was to provide input to the EPA as it proceeded with environmental investigations, risk assessment, and site management options for the Vasquez Boulevard/I-70 site. Stakeholders included members of the five effected neighborhoods, the Colorado Department of Public Health and the Environment, the Agency for Toxic Substances and Disease Registry, the City of Denver Department of Environmental Health, and industry, as well as the EPA. The site, which was recommended for Superfund listing, has arsenic, lead, and cadmium contamination.

Facilitated meetings regarding remediation of toxic site—U.S. Environmental Protection Agency, Sandy Smelter, Utah—*CDR facilitated meetings of the EPA, the Utah Department of Environmental Quality, the City of Sandy, Utah, the Salt Lake City/County Health Department, and Asarco regarding the remediation of a former smelter site with lead contamination in residential soils.* Issues included the significance of health studies that had been conducted in the region; the application of a model to calculate risk related to lead exposure; the desires of community members for assurance of protection, minimization of disruption of their lives, and freedom in their neighborhood from the stigma of contamination; and appropriate remediation methodology.

Mediation of Superfund Clean up process—U.S. EPA Region, VIII, Murray Smelter Site Superfund Project, Utah—*CDR mediated among key stakeholders regarding clean up and remediation of this former smelter site.* Stakeholders included EPA Region 8, the Utah Department of Environmental Quality, private industry (the primary PRP), the City of Murray, engineering consulting firms, and a number of property owners. Discussion centered on (a) the remediation, including agreements among the EPA and UDEQ regarding applicable protective standards and cleanup methods, and (b) the land use, including redevelopment plans. Highly technical issues related to soils and ground water became understandable to a group of non-technical stakeholders, and decisions were made on future redevelopment and land use, involving cooperation by a group of diverse landowners and the City. As a result of this facilitation, the parties reached agreements on remediation methods appropriate for the future land use, and developed an Agreement in Principle that served as a basis of certainty for EPA's Proposed Plan and the Consent Decree.

Training for Superfund Site Teams—U.S. Environmental Protection Agency, Region VI—*CDR designed and delivered a program to introduce remedial project managers, public involvement specialists, and attorneys to fundamental concepts of conflict management.* Topics included conflict analysis, negotiation, communication skills, making choices among conflict resolution procedures, uses of third party neutrals, and convening. A major emphasis of the course was on the appropriate roles for EPA staff and applications of the skills to their jobs.

Facilitated public dialogues for EIS—US Forest Service, Missoula, Montana—*CDR Associates assisted the Lolo National Forest to design and conduct a public involvement process for a controversial EIA regarding siting of a pipeline.* The Forest Service was asked to re-route the Yellowstone Pipeline, a fuel pipeline which crossed Montana. This involved a public involvement process, developing and implementing recommendations to build trust in the EIS process—bringing the public into almost every aspect of the EIS by conducting both large public meetings to receive formal public comments on scoping, and small, informal update meetings.

Even those most opposed to the pipeline reported that the process in this situation was fair and extremely responsive to the public needs.

International Organizations

Seminar for Ugandan leaders on the development and use of conflict resolution systems—United Nations Department of Economic and Social Affairs, Governance and Public Administration Branch—Executive seminar on developing and sustaining conflict management systems for governmental and civil society leaders. In collaboration with a team of African conflict management consultants, CDR designed and conducted a pilot executive seminar for Ugandan leaders on the development and use of conflict resolution systems in governance. New systems, or enhancement of traditional African procedures will help governments better manage and resolve a wide range of political, economic, social, ethnic and religious conflicts (such as regional conflict over land and the impacts of and care for displaced persons) through good governance in the executive, legislative and judicial branches and collaboration with civil society structures.

Australia

Seminar on environmental conflict management for Australian administrators and leaders—Northern Victoria Dispute Settlement Centre—Design and presentation of a Land Mediation Seminar. The use of land, natural resources and environmental protection are very controversial issues in Australia. Government agencies, industry and public interest groups have been pitted against each other in conflicts involving litigation, legislative initiatives and civil disobedience. CDR conducted a seminar on Environmental Conflict Management for administrators and leaders from state governmental agencies and environmental public interest groups. The seminar explored the use of negotiation, mediation and other conflict management procedures to resolve land issues including salinity management, sand mining, forest management and timber harvest, and siting of highways.

Belize

Seminar on environmental conflict management for Belizean governmental agencies—Belize Forestry Department—Training for governmental agencies working to manage and protect ecologically sensitive areas in Central America. The seminar was secured by PROARCA, an international environmental development project supported by the U.S. Agency for International Development. The initiative in Belize is part of a multi-country project to preserve biodiversity, protect ecologically sensitive species and habitat, and enhance an eco-corridor in the region.

Canada

Design and training for a nationwide farmer/creditor mediation system and service—Agriculture Canada—Consultation on a farmer /creditor dispute resolution system and capacity-building mediation seminars. CDR cooperated in designing this service to resolve conflicts between lenders (banks and other agencies) and borrowers. Mediation panels were established to resolve disputes in every Canadian province. Disputes involved issues over land ownership and debt, restructuring of farm loans and termination of farming activities.

Design and presentation of capacity building training in negotiation and mediation—Credit Union Central, Canada—CDR designed and conducted two seminars on Effective Financial Negotiations and Mediation for this organization. The main focus of the program was on farmer/lender negotiation and mediation for this service which coordinates services for all credit unions in the Province of Saskatchewan.

Design and presentation of capacity-building training in farmer/creditor mediation—Canadian Farm Debt Review Board—CDR trained 80 farm financial counselors in CDR's Debtor/Creditor Mediation Process. Trainees mediated debt-restructuring cases in Saskatchewan, the Canadian province which held 60 percent of the national farm debt.

China

Seminar on mediation of difficult multi-party private and public disputes—Peoples' Mediation Association, Xinjiang-Uyghur Autonomous Region, and the Asia Foundation—Design and capacity-building seminars in Multiparty Mediation and Training-for-Trainers. CDR led an international team of trainers from the Philippines, Sri Lanka and the U.S. in the design and delivery of a nine-day training seminar on mediation of difficult private and public disputes. A number of these disputes involved land use and water allocation issues.

East Timor

Capacity building for those working with Internally Displaced Persons (IDPs) to return to their original communities after serious inter-communal conflicts—Ministry of Social Solidarity (MSS), the United Nations Development Programme and the Asia Foundation—Design and presentation of capacity-building training in mediation of issues related to the return of Internally Displaced Persons (IDPs) and land and property. CDR designed and conducted a customized mediation training program for Ministry of Social Solidarity Dialogue Facilitators to assist IDPs to return to their original communities after serious inter-communal conflicts. Training focused on mediating land and property disputes related to returns and covered such issues as: conditions for return, safety and security, compensation for reconstruction, reconciliation and payments for improvement costs made by “illegal” occupiers and potential violent youth and gang conflicts among returnees.

Program to train Legal Aid lawyers assisting and representing indigent clients on contested land and property issues—The Asia Foundation and Legal Aid—Design and presentation of capacity-building training in mediation. CDR designed and conducted a customized mediation training program to train Legal Aid lawyers assisting and representing indigent clients to facilitate agreements on contested land and property issues related to past violence and displacement in the country, land and property inheritance issues, potentially violent conflicts within and between villages and neighborhoods, and family disputes.

Capacity-building training for Ministry Dialogue Teams to assist in reintegration of Internally Displaced Persons (IDPs)—Ministry of Justice, National Land and Property Directorate (DNTP)—Design and presentation of training to assist in settlement of land and property disputes as well as reintegration of IDPs. CDR Associates and the Indonesian Institute for Conflict Transformation (IICT) assisted the government of this new nation to design, build internal capacities and implement new Land and Property Dispute Resolution System to resolve land and property issues and conflicts resulting from 400 years of Portuguese colonization, annexation to Indonesia, and violent political conflict in 1999 after the UN sponsored popular consultation on autonomy or independence. Specifically, CDR and IICT assisted the DNTP to conduct a situation assessment of land and property disputes in the country, traditional mechanisms and procedures available and used to resolve them, and to design and implement new culturally appropriate systems and procedures to resolve private and public property conflicts and disputes between private citizens and the government. CDR and IICT also developed a mediation training program and training-for-trainers program for DNTP and other intermediaries that incorporated traditional approaches and procedures for dispute resolution.

Guatemala

Public disputes mediation program for intervention in serious regional and national disputes—

Academy for Educational Development, INTERPAZ and the U.S. Agency for International Development—*Capacity-building training in mediation for high-level leaders to resolve high intensity and potentially violent conflicts.* CDR designed and conducted a number of intensive public disputes mediation programs and follow-up conflict management strategy design activities for a group of high-level leaders from the economic, political, religious and civil society spheres of Guatemala to prepare them to intervene in serious regional and national disputes that may impact the nation's stability. These disputes involved conflicts between indigenous peoples and Ladinos, land seizures, and issues related to land ownership and distribution.

Consultation and training for several OAS projects to build negotiation and conflict resolution capacity—Organization of American States (OAS), PROPAZ Program—*Design and presentation of dispute resolution system design and capacity-building seminars.* The primary focus of CDR's work involved training of OAS staff and Guatemalan colleagues, personnel from government agencies, and representatives of popular and indigenous organizations in conflict resolution, negotiation, and mediation procedures. CDR also trained OAS and Guatemalan trainers who will continue this work. One of the major areas of focus was on refugee return, land ownership issues and land distribution.

Haiti

Design of national training program to introduce mediation into the justice system as a means of resolving civil and minor criminal disputes—International Civilian Mission to Haiti (MICIVIH), United Nations and the Organization of American States—*Dispute resolution systems design and capacity-building training in mediation for the Haitian Ministry of Justice.* CDR assisted the Ministry of Justice and the École de la Magistrature (the Judicial College) to design and implement a national mediation training program. The disputes involve land ownership, boundary and inheritance issues. CDR's work with the joint International Civilian Mission to Haiti (MICIVIH)—a project of the United Nations and Organization of American States—was a component of the international community's efforts to bring stability and democracy to this nation by improving the judicial system.

Indonesia

Natural resource conflict management training for land, forestry and mining disputes—United Nations Food and Agriculture Organization (FAO) and the Regional Community Forestry Training Center (RECOFTC)—*Design and presentation of a pilot seminar on natural resource conflict management.* In cooperation with FAO and RECOFTC, CDR designed and presented a pilot seminar and training-for-trainers materials on natural-resource conflict management which focused on the resolution of disputes over land, forestry and mining. The seminar addressed resolution of indigenous land claims and use, disputes over concessions and mitigation of environmental and social impacts of development.

Seminar for Indonesian intermediaries working to resolve violent political, ethnic and religious conflicts—U.S. Agency for International Development—*Capacity-building seminar on interethnic and inter-religious dispute resolution.* CDR led a team of conflict resolution professionals from the U.S. and Indonesia, designed and conducted a seminar for Indonesian intermediaries working to resolve violent political, ethnic and religious conflicts (including land ownership or use) in various regions in Indonesia—Ache, Kalimantan, Sulawesi and Papua.

Participants took approaches and skills presented in the program and applied them in concrete peace-building activities on their home islands.

Consultation to develop procedures to address and resolve violent political and inter-religious conflicts—Mercy Corps and U.S. Agency for International Development—*CDR consulted with representatives of Muslim and Christian groups and leaders of NGOs on strategies and procedures to address and resolve violent political and inter-religious conflicts on the island of Ambon in the Moluku islands and promote the return of Internally Displaced Persons (IDPs) to their homes and lands.* Groups subsequently developed inter-religious working groups to design and implement peace initiatives and jointly provide needed social services across religious lines.

Design and capacity building for mediation to resolve environmental disputes over water and land-use issues—Indonesian Ministry for the Environment and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GMBH—*CDR and the Indonesian Center for Environmental Law (ICEL), consulted with the Indonesian Ministry for Environment to conduct consultations and Executive Seminars on Appropriate Dispute Resolution (ADR) for senior governmental, non-governmental organizations, and business leaders.* They consulted with the Indonesian Ministry for Environment over a period of four years to design these programs as well as 40-hour Environmental Mediation Process seminars at national and provincial levels, and a training-for-trainers seminar.

Kosovo

Enhancement of the land and property dispute resolution mechanism and systems—United Nations, Kosovo Property Agency—*Situation assessment and design of system to deal with land disputes and claims.* CDR, in cooperation with its German partner CSSP Project on Integrative Mediation, worked with the Kosovo Property Agency to conduct a situation assessment and design and present a Dispute Resolution System Enhancement Workshop to improve the functioning of the agency in processing land disputes and claims resulting from the separation and independence of Kosovo from Serbia.

The Philippines

Consultation with the government of the Philippines on improvement of their mediation and arbitration system—Philippines Agrarian Reform Dispute Resolution Project—*Design and presentation of Mediation and Arbitration Training-for-Trainers seminars.* Under the auspices of The Asia Foundation, CDR consulted with the government of the Philippines on ways to improve the mediation and arbitration system and resolve agrarian reform land-transfer disputes. CDR's consultation involved recommendations regarding the structure of the program, policy and regulation changes, the formation of support systems, and development of a training program to aid dispute resolvers, including non-governmental organization representatives, government officials and staff, and attorneys for the mediation of agrarian reform disputes and resolution of long-term conflicts.

Serbia

Design and development of systems to address human and minority rights conflicts occurring in Serbia—The United Nations Development Programme (UNDP), the European Agency for Reconstruction (EAR), and the Government of the Republic of Serbia, Agency for Human and Minority Rights—*Design and presentation of a Dispute Resolution Systems Design seminar.* CDR and our European partner, the CSS Project for Integrative Mediation (CSSP), conducted a situation assessment on the types, dynamics and numbers of human and minority rights conflicts

occurring in Serbia, designed and presented a customized seminar on Designing Dispute Resolution Systems to Address Human and Minority Rights Issues, and prepared an assessment report for the government. The report recommended arenas and strategies for the development of new dispute resolution systems to address conflicts related to employment, interethnic and interreligious issues at the community level, internally displaced persons in Serbia, and land and property disputes in Kosovo.

South Africa

Training and capacity building for African partner—African Center for the Constructive Resolution of Disputes (ACCORD)—*Consultation and dispute resolution capacity-building training*. CDR worked closely with this new South African organization (in 1989), preparing them to provide Africa-wide intermediary assistance in organizational, employment, interethnic, political and other public disputes including land issues.

Dispute resolution systems design seminar for South African colleagues—African Center for the Constructive Resolution of Disputes (ACCORD)—*In cooperation with ACCORD, conducted the first seminar in South Africa on dispute resolution systems design for a group of South African conflict management providers*.

Public policy conflict management training for South African public officials—Environmental Evaluation Unit/Centre for Intergroup Studies, University of Cape Town, South Africa—*Natural Resources Decision Making and Conflict Management Seminars*. CDR designed and conducted two seminars for municipal planners, professionals managing national and provincial parks, and community leaders. The courses focused on the uses of negotiation, facilitation and mediation to resolve disputes over land use, environmental protection and natural resource development issues. A specific focus was the protection and management of wildlife on park land.

Pilot program on public engagement for community leaders in rural South Africa—Wilgespruit Fellowship Centre, Mpumalanga, South Africa—*CDR worked with a multiracial, cross-cultural training team to design and conduct a pilot program on public participation for community leaders*. This USAID-funded pilot was designed to work with leaders in rural areas—traditional leaders, elected councilors, and community organizations—to help them include the public in decisions regarding development (electrification, provision of water, roads, housing).

Sri Lanka

Design and implementation of a Sri Lankan land and property dispute resolution system—North East Housing Reconstruction Program (NEHRP)—Democratic Socialist Republic of Sri Lanka, North East Provincial Council, the World Bank and the Asia Foundation—*Consultation on land and property dispute resolution systems and capacity-building training*. CDR consulted on multiple aspects of the design and implementation of a land and property dispute resolution systems to register ownership and resolve disputes over property rights, boundaries and encroachment issues in the war-torn North East Province. The program was designed to help maintain the cease fire, clarify property rights, reconstruct 46,000 homes damaged by the war and allow for the return of refugees and internally displaced people.

Design of land and property dispute resolution system to address conflict arising from the Tsunami of December 2004—Democratic Socialist Republic of Sri Lanka, Ministry of Justice, Mediation Boards Program Post-Tsunami Land and Property Dispute Resolution Programme—*CDR worked with the Ministry of Justice on the design of its new land and property dispute resolution*

system. CDR also assisted in the design of capacity-building training programs and training-for-trainers seminars to prepare new mediators to handle land and property disputes.

Design of system to facilitate return of IDPs—The Asia Foundation and Department for International Development (DFID-UK)—*Design and conduct of a situation assessment on the feasibility of developing a nationwide land and property dispute resolution system.* The system was intended to address disputes related to the 20-plus-year civil war and to facilitate the return of internally displaced persons to Tamil, Muslim and Sinhalese communities in the North and Northeast of the country. The report recommended the development of a “network system,” a coordinated effort by international, national and provincial agencies and NGOs to address these issues.

Advanced training for land and property dispute mediators—Mediation Boards, Ministry of Justice, Democratic Socialist Republic of Sri Lanka, Ministry of Justice and the Asia Foundation—*Consultation on land and property dispute resolution and capacity-building training.* CDR led a team on the design and presentation of a customized in-service training program on implementing land and property mediation in the country for staff mediator trainers/supervisors and staff of agencies providing legal assistance to disputants.

Design of training for nationwide mediation Boards—Mediation Boards, Ministry of Justice, Democratic Socialist Republic of Sri Lanka, Ministry of Justice and the Asia Foundation—*CDR assisted the Ministry in designing and implementing a nationwide civil dispute resolution system for The Mediation Boards.* Currently there are more than 240 Boards with 6,000 mediators. Since CDR first consulted in the design and implementation of the Boards, they have resolved over 10,000 cases, a significant number of which involve land issues—ownership, inheritance, boundaries and access.

Design of processes to resolve interethnic disputes, including land, water and IDP issues—Mediation Boards, Ministry of Justice, Democratic Socialist Republic of Sri Lanka, Ministry of Justice and the Asia Foundation—*Development of systems and systematic approaches to address land and property issues related to internally displaced persons (IDPs), interethnic community conflicts and interethnic conflicts in universities and schools.* CDR designed and conducted a seminar on Designing and Implementing Dispute Resolution Systems for staff of the Ministry of Justice and retirees from the Ministry who have formed Sri Lanka’s first independent private mediation service, the Centre for Mediation and Mediation Training. Trainees who attended this program have subsequently acted as consultants to both government agencies and nongovernmental organizations on implementation of systems and systematic interventions to address interethnic conflicts.