

ALEX GRZYBOWSKI

CURRICULUM VITAE

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SUMMARY OF QUALIFICATIONS

- Multi-party and bilateral mediation, facilitation, and negotiation in the public and private sector internationally and domestically
- Facilitation of Government-to-Government negotiations and private sector negotiations
- Public and stakeholder engagement
- Strategic planning and policy development
- Negotiation, facilitation, and mediation training program development and delivery
- Multimedia communication
- Conflict management in a variety of cultural contexts

EDUCATION

1987

MA IN GEOGRAPHY, UNIVERSITY OF WATERLOO

Research Area: Natural Resource and Environmental Management

1984

BA IN GEOGRAPHY, UNIVERSITY OF BRITISH COLUMBIA

PROFESSIONAL EXPERIENCE

MANAGING PARTNER, PACIFIC RESOLUTIONS

1995 - PRESENT

INDEPENDENT CONSULTANT

Providing mediation, facilitation, negotiation, training, and consulting services in Canada and abroad.

STANDBY TEAM MEMBER, UN MEDIATION

ASSOCIATE, COLUMBIA UNIVERSITY INSTITUTE FOR CONFLICT RESOLUTION

ASSOCIATE, UNIVERSITY OF VICTORIA INSTITUTE FOR DISPUTE RESOLUTION

1991 – 1995

ASSOCIATE, COMMISSION ON RESOURCES & ENVIRONMENT, BRITISH COLUMBIA
PROVINCIAL GOVERNMENT

Victoria, BC, Canada

1987 - 1989

CURATOR, NATURAL SCIENCES, REGIONAL MUSEUM OF THE UABC

SELECTED PROJECT HISTORY

INTERNATIONAL

2014 – 2017

EXTERNAL ADVISOR, PROVINCE OF BC / BC HYDRO / GOVERNMENT OF CANADA

Collaborative review of the Columbia River Treaty with the United States

Retained by the Province of BC to assist with negotiation strategy development, meetings with the US Entity, stakeholder engagement both sides of the border, and meetings with the affected Tribes in the US.

2012 – 2016

ADVISOR / MEDIATION SUPPORT, UN REGIONAL CENTRE FOR PREVENTIVE DIPLOMACY IN CENTRAL ASIA

Retained by the Centre to carry forward work started while working as a Mediation Standby Team member, leading an international mediation team to broker a transboundary water Treaty in Central Asia between the Aral Sea Basin states, including Afghanistan.

2008 – 2011

STANDBY TEAM, UN MEDIATION

Standby Team terms involved readiness to deploy on short notice anywhere in the world to assist with United Nations conflict prevention and resolution activities. Missions and specific assignments included:

- o Provision of support to the UN Regional Centre for Preventive Diplomacy for Central Asia, which has a mandate to assist with the resolution of international water and related resource issues. This support included more than 15 missions to the region, to:
 - i. Undertake regional consultations with senior representatives, including Ministers, of all Central Asian states to gather information relevant to the Centre’s strategic approach and work priorities for delivery of support to the resolution of transboundary water issues;
 - ii. Develop the Centre’s strategic plan for addressing transboundary water issues;
 - iii. Deliver seminars on international water law, the negotiation of mutually beneficial transboundary water agreements, and transboundary water dispute resolution;
 - iv. Consult with senior officials, including Ministers, from all states in follow up to the International Fund for saving the Aral Sea 2009 meeting of the Central Asian Presidents;
 - v. Facilitate an information sharing session attended by senior representatives of all 5 states and Afghanistan on opportunities for mutual gain in the energy and agriculture sectors through regional cooperation on water management, in collaboration with the UN Food and Agricultural Organization and the World Bank;
 - vi. Deliver an orientation and training program for Centre staff to build capacity for provision of mediation support to the Central Asian States;

- vii. Facilitate an agreement between all 5 Central Asian states and Afghanistan on a framework and indicators for an early warning system for potential transboundary water conflicts in the region.
- viii. Work directly with Special Representative of the Secretary General, Miroslav Jenca, and Deputy Special Representative Fedor Klimtchouk on how best to support the resolution of water and related resource issues in the region.
- Preparation of a framework for dialogue on natural resource issues for the Western Sahara UN sponsored talks. This framework was adopted by the parties.
- Provision of advice and facilitation support to international agencies and Kyrgyz mediation practitioners regarding mediation approaches and coordination of mediation projects in Kyrgyzstan; involving delivery of mediation training to female mediators from across region.
- Facilitation of internal discussions between UNDP and UNPOS on the UN strategy to support constitutional development and ongoing peace and reconciliation efforts in Somalia.
- Facilitation of discussions between UN agencies on the development of an integrated strategic framework for UN activity in Somalia.
- Consultations with international agencies and senior Afghan government representatives to develop concrete advice to the UN Assistance Mission to Afghanistan on how best to support Afghanistan in engaging in consultation and negotiation processes regarding transboundary waters with its riparian neighbours – Tajikistan, Uzbekistan, Turkmenistan, Iran, and Pakistan.
- Facilitation support for the UN Country Team and the UN Assistance Mission for Iraq (UNAMI) in development of a coordinated intervention plan to assist the Iraq government with implementation of integrated water resource management nationally and a strategy to address the disappearance of the marshlands in southern Iraq.
- Development of a report to UNAMI to assist their efforts to address transboundary water issues in Iraq.
- Consultations and advice regarding the design and convening of a potential UN/ Commonwealth sponsored mediation between the Interim Government in Fiji and Fijian political parties on the basis for a return to civilian government in Fiji.
- Development of a “Guidance Note” on conflict prevention in the extractive industries.
- Preparation of a practical guide to mediating natural resource conflicts for UN mediators and international agencies.
- Preparation of an internal briefing document on developments with respect to the Nile Basin Cooperative Framework Agreement and related transboundary water issues in the basin.

JUNE 2011

FACILITATION SUPPORT, NILE BASIN DONORS

Retained by UNDP to facilitate a special meeting of foreign affairs representatives of 17 countries that contribute to the Nile Basin Initiative.

SEPTEMBER 2010

CONFLICT MANAGEMENT TRAINING, NILE BASIN INITIATIVE

Retained by the Nile Basin Initiative and SNC Lavalin to develop and deliver a training program on conflict management to representatives of the Nile Basin countries. The interactive skills-based program addressed macro and micro conflict management, the international legal context, mediation, and facilitation using hypothetical simulations, real case studies and role plays. Participant evaluation of the program was very high, exceeding 85% approval of content and delivery.

FEBRUARY – MARCH 2008

NEGOTIATION, PERMANENT LOCATION OF THE MEKONG RIVER COMMISSION

Retained by the MRC secretariat to facilitate negotiations between representatives of Laos, Cambodia, Thailand, and Vietnam regarding the permanent location of the MRC. These services involved drafting the report of the sub-committee, which was mandated to develop recommendations on the issue for the governing bodies of the MRC. This report identified the basis for resolution of the issue.

DECEMBER 2008

NEGOTIATION, INTERNATIONAL WATER LAW, & STRATEGIC SCENARIO DEVELOPMENT, TRAINING FOR WATER TREATY NEGOTIATORS IN THE NILE BASIN

Retained by the United Nations Food and Agricultural Organization and the Nile Basin Secretariat to provide training in Negotiation and Mediation skills to 40 representatives of Nile basin countries. The six-day program also incorporated relevant aspects of international water law and strategic scenario development to enhance the capacity of negotiations to produce durable agreements that reflect international legal standards while also stimulating mutually beneficial economic arrangements for all the countries.

JUNE 2007

APPLICATION OF INTERNATIONAL WATER LAW TO MULTILATERAL WATER TREATY NEGOTIATIONS, TRAINING FOR WATER TREATY NEGOTIATORS IN KINGDOM OF JORDAN

Retained by the German aid organization, GTZ, to provide training to Jordanian negotiators, legal advisors and other senior officials on the relevance and potential applications of international water law to water treaty negotiations underway between Jordan, Syria, Israel, and Saudi Arabia.

APRIL 2007

TRAINING, PARTIES INVOLVED IN INDIGENOUS LAND USE AGREEMENT NEGOTIATIONS IN SOUTH AUSTRALIA

Provided negotiation training to representatives of the South Australian Government, Aboriginal People, and representatives of the mining sector.

SEPTEMBER 2006

STRATEGIC PLAN, CANADIAN GOVERNANCE ASSISTANCE TO THE IRAQI MARSHLANDS

The Iraqi marshlands were substantially drained and poisoned by the previous regime in Iraq resulting in the devastation of the marshland ecosystems and the Marshland Arab communities that depend upon them. Subsequent assistance from Canada and other nations has supported restoration of the marshlands and the marshland communities. Further restoration work is required, particularly in the area of governance. Along with other experts, retained by CIDA to meet with 75 Iraqi officials in Amman, Jordan, to develop a strategy for Canadian support in the governance area. This 4-day session generated a consensus-based plan for Canadian investment in governance in the region.

JANUARY – MARCH 2006

NEGOTIATION TRAINING, NILE BASIN COUNTRIES

Assisted with delivery of a negotiation training program to 36 water treaty negotiators from all 10 Nile Basin countries in Burundi in February of 2006. Feedback on the relevance and value of the training from the participants and the sponsors was overwhelmingly positive.

AUGUST – DECEMBER 2005

PROJECT REVIEW, PHILIPPINES ECONOMIC & ENVIRONMENTAL MANAGEMENT

Retained to review progress with implementation of this bilateral project of the Government of the Philippines (GOP) and the Canadian International Development Agency (CIDA). Convened and led a Review Team which involved representatives of the GOP, CIDA, and the project implementation agencies. The Team implemented a collaborative process that engaged a wide range of project stakeholders in an assessment of what the project has achieved and what the stakeholders and implementing agencies need to do to sustain the results. The consensus recommendations of the Review outlined practical measures that can be undertaken both locally and nationally to reinforce the successes of the project.

DECEMBER 2002 – SEPTEMBER 2003

FACILITATION, MEKONG RIVER COMMISSION PROCEDURES

Retained by the Mekong River Commission Secretariat to facilitate negotiations between representatives of Cambodia, Laos, Thailand, and Vietnam to develop procedures for data and information exchange and procedures for notification, prior consultation, and agreement. These procedures were finalized in December 2003. Also assisted with coordination of the process team that provided the negotiations with technical support and international legal advice.

JANUARY – MARCH 2001

MEDIATION TRAINING, ASEAN NATIONS

Retained to deliver mediation training at the Khon Kaen University Institute for Dispute Resolution, hosted for individuals involved in conflict prevention and resolution across the ASEAN Nations. The program involved 50 practitioners from 7 countries.

MARCH – APRIL 2000

FACILITATION & TRAINING, COMMUNITY SUSTAINABILITY & MINING IN SOUTHEASTERN VENEZUELA

Retained to provide facilitation and training to support negotiation of partnership arrangements which resulted in: construction of a small hospital, improvements to local water systems, delivery of community health education, and collaborative work between Placerdome and the small-scale miners. The negotiations resulted in partnership agreements involving 7 aboriginal and criollo communities, 3 levels of government, the military, a US based Foundation and Placerdome.

NOVEMBER 1999 – JUNE 2000

TRAINING PROGRAM, TRI-SECTOR PARTNERSHIP

Retained by Business Partners for Development (BPD) to assist with the development and delivery of a partnership training program to enhance the capacity to build and maintain partnerships for social investments by extractive industries. This is a clinic-based program that delivers assessment, consultation, consensus building, and management skills in the field. BPD was a joint initiative of international organizations dedicated to fostering constructive

partnerships between civil society, governments and mining and oil and gas companies (BPD included CARE, UK Aid, World Bank, several Mining and Oil and Gas Companies).

1997 – 1998

NAM CHUEN WATERSHED PLANNING PROJECT, THAILAND

Retained by the CIDA NREM project to provide facilitation support and technical planning advice to a multi-stakeholder strategic planning process for the Nam Chuen watershed in northeast Thailand. Primary issues included forest encroachment and degradation of a National Park, lack of land title and poverty. Consensus on the plan was developed in September 1998.

1999

PEACEFUL CONFLICT MANAGEMENT, SOUTHEAST ASIA FORUM

Retained to convene and facilitate the founding meeting of a network of conflict management practitioners from eight Southeast Asian countries. This was a collaborative initiative of the Khon Kaen Institute for Dispute Resolution in Thailand and the University of Victoria Institute for Dispute Resolution in Canada.

1999

FACILITATION, SALWEEN BASIN PLANNING INITIATIVE

Retained to facilitate workshop discussions amongst water resource experts from the three riparians of the Salween River (China, Myanmar, & Thailand) and United Nations water resource agencies on the prospects for collaborative management of the Salween basin. The workshop participants developed consensus on a vision for the basin & action plan for future collaboration.

1999

MEDIATION, THAILAND NATURAL GAS PIPELINE MYANMAR

In an effort to initiate a collaborative effort to resolve key issues in Thailand surrounding construction of a natural gas pipeline, a representative of the Thai Senate requested that the Khon Kaen Institute for Dispute Resolution meet with the various parties. Retained to join the mediation team to provide strategic advice and support. The Petroleum Authority of Thailand subsequently contracted the Team to convene a cooperative negotiation process amongst all parties.

1995 – 2000

DISPUTE RESOLUTION, KHON KAEN INSTITUTE

Retained to provide advice and support for a development program to establish an Institute for Dispute Resolution in Thailand. The CIDA-funded initiative involved the B.C. Commission on Resources and Environment, the University of Victoria Institute for Dispute Resolution, Pacific Resolutions, and the International Ombudsman Institute. Participated on the Canadian team on behalf of Pacific Resolutions and the B.C. Commission. After the initial CIDA sponsored activities, continued to work with the Khon Kaen Institute for Dispute Resolution on a wide range of projects funded by local as well as multilateral agencies.

MAY 1996 – JULY 1999

CAPACITY BUILDING, CIDA NATURAL RESOURCES & ENVIRONMENTAL MANAGEMENT PROJECT

The NREM project aimed to build the capacity of Royal Thai Government Agencies responsible for Natural Resources and the Environment to deliver sustainable management of natural resources.

Key projects included:

- Development of a Public Participation and Conflict Management Training program for Royal Thai Agencies responsible for Natural Resources and the Environment. This program was designed to enable these agencies to implement multi-stakeholder processes to prevent and resolve natural resource and environmental conflicts. The program delivered a key component of the participatory governance model that was central to the results of the NREM project.
- The Nam Chuen Watershed Planning Project (described above)
- Development of Model Management Frameworks for Sustainable Development (MFSDs). MFSDs are designed to be developed on a provincial basis to provide integrated and strategic direction to decision makers to guide implementation of sustainable development. MFSDs are developed with multi-stakeholder participation. They were a key product of the NREM project and include the participatory governance model developed through the project.
- Training program for developing MFSDs for Royal Thai Agencies responsible for Natural Resources and the Environment.

1995 – 1996

CONFLICT RESOLUTION, CAMBODIA CENTER

Retained by the Cambodia Development Research Institute to provide advice and support for a development program to establish an independent conflict resolution center in Cambodia. CIDA provided initial funding for the initiative, which involved the B.C. Commission on Resources and Environment, the University of Victoria Institute for Dispute Resolution, Pacific Resolutions, and the International Ombudsman Institute. Participated on the Canadian team on behalf of Pacific Resolutions and the B.C. Commission. After the initial CIDA sponsored activities, continued to work with CDRI and the newly formed center to develop a strategic plan for the new organization and to develop and deliver training programs.

JANUARY 1999 – OCTOBER 2001 & JUNE – SEPTEMBER 2003

TRAINING & ADVICE, URBAN LAND & WATER USE CONFLICTS IN SAO PAULO BRAZIL

Retained to provide training and advice on cooperative approaches to reducing the impacts on water quality from settlements in the watershed in Sao Paolo. Subsequently retained to provide facilitation support to multi-party discussions on a new land law that would both legalize currently illegal settlements and facilitate relocations to reduce water quality impacts and health and safety risks for communities.

1999

PROJECT EVALUATION, CIDA – PHILIPPINES CANADA ENVIRONMENTAL MANAGEMENT

Retained to assess the progress of the PCEEM project in Cebu and Davao. The PCEEM project's overall goal was to strengthen and enhance the capacity of Metro-Cebu and Davao City to adopt innovative government, industry and local governance systems to address natural resource management problems affecting their watershed ecosystems. The evaluation engaged key project stakeholders in development of the assessment results including recommendations for improvement. These recommendations were subsequently implemented resulting in substantial improvements in the future success of the project.

1996

DISPUTE RESOLUTION, SOUTHEAST ASIA ENERGY PROJECT

Retained by the Khon Kaen University Institute for Dispute Resolution to help facilitate discussions between officials from Thailand, Laos and Cambodia on energy issues. Assisted with preparation and delivery of the final report for the project.

1997

PARLIAMENTARY & CABINET BRIEFINGS, PAPUA NEW GUINEA

Retained by the World Bank to assist the Secretary of Finance with the development of a series of presentations for the recently elected Parliament and the new Cabinet, detailing key aspects of the Structural Adjustment Program including proposed strategic priorities for the future. The presentations were a resounding success in terms of communicating structural adjustment priorities from the perspective of the Ministry of Finance officials.

OCTOBER 1998 – APRIL 1999

ENVIRONMENTAL COOPERATION, NORTH AMERICAN COUNCIL

Retained to assist the Commission secretariat with the preparation of a factual record on allegations that the Canadian Fisheries Act has not been effectively enforced in cases where a provincial Hydro Corporation had allegedly violated the Act. This investigation required consultation with representatives of Canada, the Provincial Government, the submitting parties, experts in the field, the Hydro Corporation and other relevant stakeholders.

DOMESTIC

2020

METLAKATLA COMMUNITY CONSULTATIONS, METLAKATLA FIRST NATIONS

Retained by Metlakatla First Nations to facilitate community consultations on the status of the Treaty they are attempting to negotiate with the Federal and Provincial Governments.

2019 – 2020

FACILITATION, FIRST NATIONS CLIMATE INITIATIVE (FNCI)

Retained to provide facilitation and project management support to the Haisla, Lax Kwa'alaams, Metlakatla, and Nisga'a Nations on implementation of the FNCI which aims to develop climate policy in Canada that will enhance global efforts to mitigate climate change while alleviating poverty in FNs communities.

2018 – 2019

NEGOTIATION, CARIBOU PARTNERSHIP AGREEMENT

Retained by British Columbia to successfully negotiate a Species at Risk Act compliant Agreement with the Sauteau and West Moberly First Nations and the Federal Government.

2019

NEGOTIATION, TWO SUCCESSIVE COMPREHENSIVE RECONCILIATION AGREEMENTS BETWEEN THE PROVINCE OF BRITISH COLUMBIA & THE CARRIER SEKANNI FIRST NATIONS

Retained by Province of British Columbia to provide negotiation and facilitation leadership for the development of a Comprehensive Reconciliation Agreements.

2017

FACILITATION, COLLABORATIVE CUMULATIVE EFFECTS ASSESSMENTS

Retained by Province of BC and First Nations to facilitate collaborative assessments of the cumulative effects of development on the traditional territories of the Nations to inform the negotiation of management responses that address the effects and facilitate implementation of UN Declaration on the Rights of Indigenous People.

2016

FACILITATION & NEGOTIATION, LETTER OF UNDERSTANDING BETWEEN TOLKO INDUSTRIES & BEAVER, TALLCREE, LITTLE RED RIVER CREE, & DENE THA' FIRST NATIONS

Retained to facilitate negotiation of the LOU and subsequently to facilitate implementation of the LOU including direct engagement of Environmental Organizations.

2016

FACILITATION, BOUNDARY PROTOCOLS BETWEEN FIRST NATIONS ON BC WEST COAST

Retained by The Nature Conservancy to facilitate confidential discussions between three First Nations on the west coast of Vancouver Island.

MAY 2014 – MARCH 2015

MEDIATION, FIRST NATIONS TERRITORY OVERLAP IN NORTHWEST TERRITORIES

Retained to facilitate negotiations on overlapping territory between the Fort Liard Nation; the Trout Lake Nation and the Nahanni Butte Nation.

2014 – 2015

NEGOTIATION, COMPREHENSIVE AGREEMENTS WITH FIRST NATIONS

Chief Negotiator for successful negotiation of government-to-government agreements with CSTC Nations¹ and New Relationship and Reconciliation Agreement with Saulteau FN.

2015

NEGOTIATION, ENVIRONMENTAL AGREEMENT WITH FIRST NATIONS

Chief Negotiator for Regional Strategic Environmental Assessment Agreement with 5 Treaty 8 Nations²

JULY 2013 – 2015

NEGOTIATION, GAS PIPELINE IMPACT BENEFIT AGREEMENTS

Retained by the Province of BC to be Chief Negotiator for natural gas pipeline agreements with 35 affected First Nations.

JUNE – JULY 2014

FACILITATION, SPONGE REEF PROTECTION IN GEORGIA STREET

¹ Takla Lake FN, Nak'azdli FN, Nadleh Whut'en Band, Saikuz First Nation, Stelat'en First Nation, Tl'azt'en Nation, Tsil'h Kaz Koh First Nation (Burns Lake Band)

² Halfway River FN, Saulteau FN, West Moberly FN, Doig FN, Prophet River FN

Retained by Department of Fisheries and Oceans to facilitate discussions between commercial and recreational fishers and Environmental NGOs on the protection of sponge reefs from potentially damaging commercial and recreational uses.

DECEMBER 2012 – MARCH 2013

FACILITATION, KILLER WHALE ACTION PLAN & RECOVERY STRATEGY DEVELOPMENT

Retained by the Department of Fisheries and Oceans to facilitate development of an action plan and recovery strategy for the transient and offshore killer whale populations in BC.

JUNE 2012 – MARCH 2013

NEGOTIATION, COAL MINE DEVELOPMENT AGREEMENTS

Retained by the Provincial Ministry of Energy and Mines to negotiate coal mine development agreements with three Treaty 8 Aboriginal Nations, including protection measures, consultation procedures, and revenue sharing arrangements. Term sheet agreement achieved collaboratively with all three Nations.

JULY – AUGUST 2012

FACILITATION, COAST GUARD BASE CLOSURE CONSULTATIONS

Retained by the Canadian Coast Guard to facilitate consultations with the City of Vancouver and search and rescue service providers on the closure of a coast guard base in Vancouver

FEBRUARY 2012

STRATEGIC PLANNING, LIQUID NATURAL GAS & ENERGY DEVELOPMENT

Retained by the Provincial Ministry of Energy and Mines to assist with strategic planning for energy development and negotiation of impact benefit agreements with affected First Nations.

JANUARY 2012 – PRESENT

FACILITATION & NEGOTIATION SUPPORT, COLUMBIA RIVER TREATY

Retained by the Provincial Ministry of Energy and Mines to provide advice as well as facilitation and negotiation support to the Columbia Treaty Review process, as well as related dialogue between the Treaty Entities and the engagement of stakeholders.

DECEMBER 2011 – MARCH 2012

FACILITATION, SPECIES AT RISK CONSULTATION

Retained by the Department of Fisheries and Oceans to facilitate consultations with affected landowners and other stakeholders on the draft Species at Risk Action Plans for two species of fish that are designated as endangered in the lower mainland. Protection of these species has direct implications for the use of riparian areas on private and public lands.

NOVEMBER 2010 – FEBRUARY 2012

ADVISOR, COLLABORATIVE DECISION-MAKING GUIDE

Retained by the Clean Air Strategic Alliance (CASA) to finalize a guide to collaborative decision making for the resolution of air management issues, building on the successes of CASA.

APRIL – JULY 2011

FACILITATION & NEGOTIATION, BOREAL FOREST AGREEMENT IMPLEMENTATION

Retained by the Boreal Agreement secretariat to facilitate negotiations in the British Columbia and Alberta Regional Working Group on implementation of the CBFA in both provinces.

DECEMBER 2010 – MARCH 2011

TRAINING, BOREAL FOREST AGREEMENT IMPLEMENTATION

Retained by the Boreal Agreement secretariat to train 4 regional and national working groups on effective collaboration and negotiation techniques.

MARCH – APRIL 2010 & 2011

FACILITATION, PNCIMA COMMUNITY CONSULTATION

Retained by the PNCIMA Planning Office to facilitate a constructive dialogue between community representatives and stakeholders and the PNCIMA Planning Office on how communities and stakeholders can be engaged in the initiative. Sessions were successfully delivered in 9 coastal communities.

JUNE – OCTOBER 2010

CONFLICT ANALYSIS, TAR SANDS DEVELOPMENT

Assisted with conflict analysis of tar sands development in terms of conflict management alternatives and precedents in other jurisdictions.

APRIL 2009 – AUGUST 2009

IMPACT BENEFIT AGREEMENT, PLUTONIC POWER CORPORATION & HOMALCO NATION

Retained to provide facilitation and mediation support to the successful negotiation of an impact benefit agreement between Plutonic Power Corporation and the Homalco Nation, regarding development of a large hydroelectric project (4.7 billion dollars) within the Homalco territory on the coast of BC.

AUGUST – SEPTEMBER 2008

DIALOGUE, COASTAL FIRST NATIONS WITH ENVIRONMENTAL GROUPS

Retained by a coalition of 13 First Nations on the north and central coast, 5 environmental groups, and the George and Betty Moore Foundation to facilitate discussions aimed at proactively preventing conflicts that could arise between First Nations and Environmental NGOs in the context of their marine planning efforts.

JULY 2007 – MARCH 2009

FACILITATION, ECOSYSTEM BASED MANAGEMENT WORKING GROUP DIRECTOR

Retained by the Provincial Government and multiple coastal First Nations (Aboriginal peoples) to facilitate and lead a team of representatives of provincial agencies, First Nations, Environmental Groups, communities, and forest companies mandated to provide information and recommendations on the implementation of EBM on the central and north coast of British Columbia ("Great Bear Rainforest").

MAY – JUNE 2008

MEDIATION, SKI RESORT & PRIVATE HYDROPOWER

Retained to mediate negotiation over a water allocation dispute between an independent hydropower producer and a ski resort in the interior of BC. The parties reached agreement on a resolution to the dispute.

JUNE 2007 – PRESENT

FACILITATION & NEGOTIATION, BELLA COOLA HELISPORTS & FIRST NATIONS PROTOCOL ARRANGEMENTS

Retained by Bella Coola Helisports to facilitate and lead negotiations of protocol arrangements, including revenue sharing arrangements between the company and 7 First Nations within whose territories the company operates.

DECEMBER 2006 – MARCH 2007

FACILITATION, INTEGRATED LAND MANAGEMENT BUREAU & HUPACASATH FIRST NATION PROTOCOL & ISSUE RESOLUTION PROCESS

Retained by both the Integrated Land Management Bureau and the Hupacasath Nation to facilitate negotiation of the terms of a Protocol for effective working relations between the Nation and the agency, as well as the steps in a pragmatic process for resolving critical land and resource use issues. The negotiators reached agreement on a recommended protocol and implementation steps.

DECEMBER 2006 – MARCH 2007

CONSULTATION FRAMEWORK, INTEGRATED LAND MANAGEMENT BUREAU & WET'SUWET'EN FIRST NATION

Retained by the Integrated Land Management Bureau and the Wet'suwet'en Nation to facilitate negotiation of a mutually acceptable process for fulfilling the legal obligations related to Aboriginal Rights and Title, which may be affected by decisions taken under the provincial Land Act. The negotiators reached agreement on a recommended process.

MARCH 2007

TEAM BUILDING & CONFLICT PREVENTION, MINISTRY OF FORESTS ADMINISTRATIVE STAFF

Retained to provide conflict prevention training and team building support to administrative support staff, who were encountering challenges in working together. The process yielded very positive results according to the staff managers.

FEBRUARY – MARCH 2006

CONSULTATIONS REGARDING LANDFILLS, PROVINCE OF BC WITH FIRST NATIONS

Retained to facilitate consultations between the Ministry of Environment and the Haisla, the Kitsumkalum, the Kitselas, and the House of Spookw regarding the siting and expansion of landfills in the vicinity of Terrace and Hazelton. Many of the participating First Nations representatives and the provincial staff responsible for the process indicated their strong endorsement for how this process was facilitated.

FEBRUARY – MARCH 2006

FACILITATION, EAST KOOTENAY STRATEGIC TRENCH PLAN SCOPING

Retained by the Integrated Land Management Bureau to assist conflicted recreation stakeholder groups in developing agreed upon recommendations for coordinating planning initiatives in the Rocky Mountain Trench in the East Kootenay. The stakeholders reached agreement on the recommendations after 2 months of negotiations.

APRIL 2005 – DECEMBER 2005

MEDIATION, FISH CAMPS OPERATORS – OUT OF COURT SETTLEMENT

Retained to mediate an agreement between various fish camp operators and the provincial government regarding issues associated with sale of lease lands and outstanding arrears as an alternative to further litigation between the parties. The parties reached agreement on a settlement package.

JANUARY 2006 – NOVEMBER 2007

FACILITATION, OKANAGAN RESERVOIR LAKES

Retained to provide facilitation support to the resolution of issues associated with the conversion of recreational leaseholds to private lands on high elevation reservoir lakes in the Okanagan.

NOVEMBER 2004 – SEPTEMBER 2007

FACILITATION & MEDIATION, THE ST'ÁT'IMC PROVINCE PROTOCOL TABLE

Retained by the St'át'imc Nation and the Province of BC to provide facilitation and mediation assistance to their negotiations on an ongoing basis starting in November 2004. Provided facilitation and mediation support to many specific agreements as well general facilitation support to the process. The parties reached agreement in principle on a Milestone Agreement in April 2007, which addressed land use issues, ongoing collaborative decision making and economic development and budget issues.

NOVEMBER 2004 – MARCH 2005

NEGOTIATIONS, CRANBROOK RECREATION MANAGEMENT STRATEGY

Retained by the Ministry of Sustainable Resource Management to mediate negotiations between more than 30 representatives of conflicting recreation and environmental interests and other affected land users. After three months of intensive negotiation and mediation all parties agreed to a recreation management strategy for the area, which resolved a number of highly contentious issues including conflicts between motorized and non-motorized users, impacts on alpine and grassland ecosystems and maintenance of wildlife habitats. The recreation management strategy includes objectives and strategies that separate incompatible uses and reduce impacts on sensitive ecosystems, as well as establishing an initial set of Best Management Practices for recreation in the region. The stakeholder agreement was subsequently adopted into a provincial government recreation plan for the area.

MARCH 2005

FACILITATION, BRITISH COLUMBIA PACIFIC SALMON FORUM

Retained by Forum to facilitate the development of a strategic plan to achieve Forum's mandate, including workshop facilitation and pre-workshop consultation with each of Forum members.

SEPTEMBER 2004 – APRIL 2005

MEDIATION, JOINT USE AGREEMENTS BETWEEN TOURISM OPERATIONS

Retained to mediate joint use agreements between highly conflicted heli-ski and a backcountry ski operations in Golden (September – November 2004), snowmobile operations in Revelstoke (December 2004 – January 2005), and between heli-ski companies, a cat-ski operation, a hunting guide operation, and 7 snowmobile operations in the Whistler area (December 2004 – December 2005). Each of these negotiation processes resulted in agreements between the parties.

SEPTEMBER 2003 – MARCH 2004

MEDIATION, VALEMOUNT TO BLUE RIVER SUSTAINABLE RESOURCE MANAGEMENT PLAN

Retained by the Ministry of Sustainable Resource Management to mediate discussions between two major heli-ski operators in this region (Canadian Mountain Holidays and Mike Wiegele Heliskiing) and representatives of snowmobilers from Valemount. The mediation resulted in a comprehensive agreement between the parties, which provides for spatial separation of the activities and joint investment in a community development corporation to help develop and manage snowmobiling in the Valemount area. The agreement was rolled into a draft Provincial Sustainable Resource Management Plan (SRMP) and presented to the public and First Nations for review and feedback. SRMP was revised and finalized based on feedback. Assisted with drafting of the management plan and liaised with the agreement stakeholders to ensure that the plan was revised in a manner that reflected feedback while maintaining their support and consensus.

APRIL 2004

FACILITATION, COASTAL FIRST NATIONS LAND USE PLAN INTEGRATION SCOPING

Retained by the Coastal First Nations (formally Turning Point) to facilitate development of an approach to reconciling the overlapping land use plans of five of the Nations involved in the organization. Facilitated a two-day discussion, during which representatives of each of the five Nations identified the areas within their land use plans where differences would have to be resolved and agreed on the principles and key process elements that would guide them towards this resolution.

1997 – 2003

FACILITATION, MEDIATION, & TRAINING, LAND & RESOURCE MANAGEMENT PLANNING PROCESSES

Provided facilitation, mediation, and training services to assist parties in resolving land use issues by agreement in several LRMPs, including the Okanagan Shuswap, the Central Coast, and Lillooet. The Okanagan Shuswap process reached agreement on their LRMP recommendations in September 2000. The Central Coast Table reached agreement on an interim plan in March 2001, which resulted in suspension of an international market campaign against coastal forest products from BC, and creation of several protected areas, notably the Spirit Bear protected area. Subsequent negotiations resulted in a long-term plan for the coast. The Lillooet LRMP parties moved into a mediation process and ultimately an options approach based on “final offer selection”. Options were presented to the provincial government in March of 2001.

JUNE 2000 – JANUARY 2004

PRIVATE SECTOR / ENGO NEGOTIATIONS, JOINT SOLUTIONS PROJECT

Five forest companies (Weyerhaeuser, Norske Canada, Western Forest Products, Canfor and Interfor) and four Environmental groups (Greenpeace, Sierra Club, Rainforest Action Network and Forestethics) undertook a joint initiative (the Joint Solutions Project) to support the development and implementation of ecosystem-based management and planning on the central and north

coast of British Columbia. Retained by the companies and ENGOs to provide facilitation and project management support to the initiative, including assisting them in reaching agreement during crucial periods within the coastal planning processes (March 2001 and December 2003).

JUNE 2001 – NOVEMBER 2003

FACILITATION, COAST INFORMATION TEAM IMPLEMENTATION

The Coast Information Team (CIT) was an independent body mandated to develop locally and internationally credible information and advice on Ecosystem-Based Management for land and resource planning processes on the Central and North Coast and Queen Charlotte Islands/Haida Gwaii. Facilitated the 2001 Framework Agreement, which was one of the key agreements that established the commitment to convene the Coast Information Team, as well as the Funding Agreement between the Provincial Government, Forest Companies, Environmental Groups and First Nations, which provided 3.0 million in financial resources to the CIT. Also provided facilitation and management support to the implementation of key CIT projects, including development of an EBM Framework, an EBM planning guide, a scientific compendium and a hydriparian decision tool – completion of each of these projects required consensus between scientists and practitioners.

APRIL 2001 – NOVEMBER 2003

FACILITATION & MEDIATION, THE KITASOO XAIXAIS & GITGA'AT PROTOCOL & IMPLEMENTATION TEAM

Retained by the First Nations and the stakeholders to provide facilitation and mediation support to a land use negotiation over a 2.5-year period. The negotiations resulted in an initial protocol, which was signed by the elected and hereditary chiefs of both First Nations and representatives of forest companies operating within the territories and environmental groups with concerns within the territories. This protocol laid the foundation for subsequent negotiations within the Protocol Implementation Team regarding land use, forest management practices and economic development. The Team developed and negotiated agreements on proposed land use zones, a planning framework for ecosystem-based management (EBM), and an approach to securing and implementing financing for the conservation commitments implicit in the new zones and the implementation of EBM. The proposed land use zones were integrated into the land use plans of both First Nations as well as the broader provincially sponsored planning processes for the area (CCLRMP and NC LRMP). The EBM planning framework was also incorporated into the FN Land Use Plans as well as being integrated into the work of the Coast Information Team (CIT) where it was instrumental to the development of the EBM Handbook by the CIT. The conservation financing approach provided a practical model that was integrated into the coast-wide Conservation Investments and Incentives Initiative.

JANUARY – MARCH 2001

STRATEGIC PLANNING & MEDIATION TRAINING, ESKETEMC FIRST NATION

Retained by the Esketemc to assist them with internal strategic planning regarding both the treaty process and discussions with other communities as well as to provide mediation and negotiation training.

NOVEMBER 2001 – MAY 2002

MEDIATION & FACILITATION, FOREST STEWARDSHIP COUNCIL CERTIFICATION STANDARD

Retained to provide mediation and facilitation support to negotiations between representatives of Economic, Environmental, Social, and First Nations Chambers to finalize the first FSC standard for British Columbia. The negotiations resulted in a recommended standard for the province.

JANUARY – APRIL 2002

FACILITATION, STREAMSIDE PROTECTION REGULATION

Retained to facilitate a multi-party review process of the streamside protection regulation, in a manner that would both develop consensus recommendations as well as define the alternative perspectives of the affected parties. Both objectives were achieved.

MAY – JULY 2001

MEDIATION, RANGE LAND MANAGEMENT & RESEARCH NEAR KAMLOOPS

Research programs within Agriculture Canada and the Provincial Ministry of Forests were in conflict in the Opax/Mud Lakes area near Kamloops. Local ranchers and BC Parks were also affected. Retained to mediate negotiations between all parties. The mediation process culminated in a long-term agreement between all parties that integrates all of their primary interests.

JUNE 2000 – APRIL 2001

REVIEW, DEPARTMENT OF FISHERIES & OCEAN'S PARTICIPATION PROCESSES

The Department contracted the University of Victoria Institute for Dispute Resolution to conduct an independent public review of its consultation and decision-making processes. Provided project management and facilitation support to the initiative and was the primary author and editor of the final report and recommendations.

2000

FACILITATION, FEDERAL PROVINCIAL WATERSHED BASED FISH SUSTAINABILITY PLANNING FRAMEWORK

Retained by Fisheries and Oceans Canada and BC Ministry of Environment to facilitate committee discussions, workshops and negotiation sessions involving headquarters and regional staff from Federal and Provincial Fisheries agencies and NGOs, which resulted in consensus on a planning framework for watershed-based fish and fish habitat management.

1998

NEGOTIATIONS, FEDERAL PROVINCIAL FISH HABITAT PROTECTION AGREEMENT

Retained by Fisheries and Oceans Canada and BC Ministry of Environment to facilitate committee discussions, workshops and negotiation sessions involving headquarters and regional staff from Federal and Provincial Fisheries agencies resulting in agreement on a habitat protection protocol.

SEPTEMBER 1998 – JULY 2000

ASSIST WITH DESIGN & IMPLEMENTATION, GREATER VANCOUVER SKYTRAIN DEVELOPMENT

Retained by the Rapid Transit Protect Office over a two-year period to assist with the design and implementation of the public consultation process and to advise on various issues regarding the Skytrain in Vancouver, including meeting relevant provincial and federal environmental impact assessment requirements.

JANUARY – APRIL 2000

ASSESS CONFLICTS & FACILITATION, KITIMAT & AREA COMMUNITY HEALTH COUNCIL

Retained by the Council to assess conflicts associated with health care delivery in Kitimat and to subsequently facilitate discussions on the sustainable level of services and medical staff by-laws.

JANUARY 1998 – MARCH 1999

PROGRAM REFINEMENT, WATERSHED RESTORATION PROGRAM

Retained by the watershed restoration program managers to help refine the program to increase net benefits and ease of implementation. In this capacity, facilitated regional working discussions on program improvements, provided advice to program managers, and drafted reports and recommendations for program improvements.

JANUARY 1992 – MARCH 1994

PROJECT MANAGEMENT, FACILITATION, & TRAINING, THE ANAHIM ROUND TABLE

Assigned by the BC Commission to provide project management, facilitation and training support to the Ulkatcho First Nation and local stakeholder groups from the Anahim Lake area, in an initiative to resolve local land use and forest management issues. The parties convened the Anahim Round Table, which involved 29 representatives of a wide range of resource and environmental interests as well as representatives of the Ulkatcho and the Province. The Anahim Round Table reached agreement on a comprehensive resource management plan for the Ulkatcho traditional territory. In addition, the Ulkatcho and the local forest company established a business partnership to undertake forest development in keeping with the plan.

JANUARY 1992 – JULY 1994

PROJECT MANAGEMENT & FACILITATION, CARIBOU CHILCOTIN LAND USE PLAN

Provided project management and facilitation to the multiparty negotiation (33 representatives of a wide range of resource and environmental interests including First Nations) on behalf of the Commission on Resources and Environment. The table was unable to reach agreement given a lack of policy direction regarding the amount of protected areas required in the region. Subsequently took the lead on drafting the Commission's recommended plan for the region, which became the starting point for a final negotiation led by the Premier's Office, resulting in agreement on a land use plan for the region.

SELECTED TRAINING PROJECTS

2013 – 2014

NEGOTIATION & COLLABORATIVE DECISION-MAKING TRAINING & MENTORING, CLEAN AIR STRATEGIC ALLIANCE

Retained by the Clean Air Strategic Alliance (CASA) to deliver periodic training sessions on collaborative decision making and interest-based negotiation to CASA project teams responsible for developing policy recommendations to address air quality issues in Alberta. Also retained to provide mentorship and coaching to CASA Project Team Managers.

MAY 2007

TRAINING FOR LAND USE NEGOTIATORS, WORLD WILDLIFE FUND GIFT TO THE EARTH AWARD RECOGNITION OF THE GREAT BEAR RAINFOREST

Retained to deliver negotiation training to land use negotiators from a wide range of developing countries in Africa and Latin America, who were brought together by the WWF to celebrate and learn from the Great Bear Rainforest Conservation Agreement.

APRIL 2007

TRAINING, PARTIES INVOLVED IN INDIGENOUS LAND USE AGREEMENT NEGOTIATIONS IN SOUTH AUSTRALIA

Delivered negotiation training to representatives of the South Australian Government, Aboriginal People, and representatives of the Mining sector. A follow up session was delivered to legal counsel from the Native Title unit of the Attorney Generals Ministry.

JANUARY 1999 – AUGUST 1999

CONFLICT MANAGEMENT TRAINING, SANTO ANDRE BRAZIL

Retained by the municipality of Santo Andre in Sao Paulo, Brazil, to provide strategic advice and training to the parties on the design and implementation of conflict management processes concerning protected area encroachment and illegal settlements.

1996 – 1997

PUBLIC PARTICIPATION & CONFLICT MANAGEMENT TRAINING PROGRAM, THAILAND

Retained by the CIDA NREM project to develop a training program aimed at introducing public participation and conflict management approaches and methods into internal Royal Thai Government Agency training programs. The initiative included the development of training materials, case studies and a trainer's manual as well as pilot training sessions in different locations around the country.

1997

NATURAL RESOURCE / ENVIRONMENTAL MANAGEMENT TRAINING, THAILAND

Led a training program design team to develop an integrated training program to support the implementation of Management Frameworks for Sustainable Development (MFSDs) in Thailand. MFSDs are a primary outcome of the CIDA NREM project in Thailand. Took the lead in the development of the facilitation training modules for Interior Ministry officials and consultants tasked with facilitating MFSD development, which is a multi-party, interagency planning process.

1999

THAILAND NATIONAL SECURITY COUNCIL SEMINAR

With the assistance of the Southeast Asia fund for Institutional and Legal Development and the Asia Foundation, Khon Kaen University Institute for Dispute Resolution provided a 2-day seminar on Conflict Management to senior staff at the National Security Council as well as other Royal Thai Government agencies. Was one of two Canadian speakers invited to participate in the seminar; presented on mediation techniques in a multi-party public policy dispute context as well as case studies from Canada and Thailand.

1996

TRAINING, BANGKOK METROPOLITAN POLICE

After several senior members of the Bangkok Metropolitan Police force responsible for riot control attended conflict management training sessions, they requested that the training team

deliver the program to all 120 police chiefs in Bangkok. The course material was supplemented with information on approaches used by the Royal Canadian Mounted Police in responding to hostage taking and barricade incidents. The BKK Police Chiefs worked through the program using real cases in which they had been involved.

1996 – 1997

TRAINING, CAMBODIA HUMAN RIGHTS COMMITTEE

Requested by the Cambodia Human Rights Committee to assemble a team of Canadians to develop and deliver a training program on complaint investigation, non-adjudicative dispute resolution, Ombudsmanship and land policy development. The Team consisted of experts in the field from British Columbia and Alberta, including MP Stephen Owen, past Deputy Attorney General and Ombudsman for British Columbia, and Harley Johnson, past Ombudsmen for Alberta. Developed and managed the project on behalf of Pacific Resolutions and assisted with the dispute resolution component of the training. This project was sponsored by the CIDA Southeast Asia Fund for Institutional and Legal Development.

RECENT TRAINING WITHIN CANADA

2013 – 2014

ALBERTA CLEAN AIR STRATEGIC ALLIANCE

MARCH 2009

BC HYDRO

JULY 2009

BC HYDRO

JULY 2007

PROVINCE OF ALBERTA, MINISTRY OF SUSTAINABLE RESOURCE MANAGEMENT

MARCH 2007

BC MINISTRY OF FORESTS, ADMIN STAFF IN MERRITT

SEPTEMBER 2006

UNIVERSITY OF VICTORIA, PROFESSIONAL DEVELOPMENT PROGRAM

FEBRUARY 2001

ESKETEMC FIRST NATION

SUMMER 2000

GRADUATE LAW COURSE

JUNE 2000

UNIVERSITY OF VICTORIA, INSTITUTE FOR DISPUTE RESOLUTION

DECEMBER 1997

FOREST RENEWAL BRITISH COLUMBIA

APRIL 1997

LILLOOET LAND & RESOURCE MANAGEMENT PLANNING PROCESS

MARCH 1997

UNIVERSITY OF VICTORIA, INSTITUTE FOR DISPUTE RESOLUTION

MARCH 1996

OKANAGAN SHUSWAP LAND & RESOURCE MANAGEMENT PLANNING PROCESS

JANUARY 1996

NOOTKA LAND USE ADVISORY COMMITTEE

RECENT INTERNATIONAL TRAINING

SEPTEMBER 2010

NILE BASIN COUNTRIES

APRIL 2009

CENTRAL ASIAN COUNTRIES

DECEMBER 2008

NILE BASIN COUNTRIES

JUNE 2007

JORDAN WATER TREATY NEGOTIATORS

MAY 2007

WWF INTERNATIONAL TRAINING

APRIL 2007

SOUTH AUSTRALIA PARTIES TO NATIVE TITLE NEGOTIATIONS, TWO SESSIONS

FEBRUARY 2006

NILE BASIN COUNTRIES

JUNE 2005

BRAZIL FISHERIES CIDA PROJECT, FACILITATION

2003 – 2007

PBAS MENTOR / COACH FOR FACILITATORS

OCTOBER 2003

BRAZIL FISHERIES, CONFLICT RESOLUTION

MARCH 2001

ASEAN NATIONS, MEDIATION

MARCH 2000

BUSINESS PARTNERS FOR DEVELOPMENT

APRIL 2000

VENEZUELA, PLACER DOME, LOCAL COMMUNITIES, NGO'S, GOVERNMENT

AUGUST 1999

SANTO ANDRE MUNICIPALITY BRAZIL

JUNE 1997

BANGKOK MUNICIPAL POLICE CHIEFS

MARCH 1997

ROYAL THAI GOVERNMENT AGENCIES, THREE SESSIONS

FEBRUARY 1997

ROYAL THAI GOVERNMENT AGENCIES, TRAINING FOR TRAINERS

DECEMBER 1996

CAMBODIA HUMAN RIGHTS COMMISSION

OCTOBER 1996

THAI MINISTRY OF INTERIOR, CHIEFS OF GOVERNOR'S OFFICES

AUGUST 1996

THAI MINISTRY OF INTERIOR, VICE-GOVERNORS

JUNE 1996

THAI MULTISTAKEHOLDER

APRIL 1996

CAMBODIA MINISTRY OF ENVIRONMENT

RECENT PUBLICATIONS

Natural Resources and Conflict – A Guide for Mediation Practitioners, United Nations Department of Political Affairs and the United Nations Environment Program. 2015.

Extractive Industries and Conflict Prevention: Guidance Notes for Practitioners, Prepared for the UN Interagency Framework Team, 2012.

Mediating climate change-induced conflicts over natural resources: Towards a toolbox for Policy Makers in Africa, Simone Sala, Josie Lianna Kaye, Alex Grzybowski for ACCORD conference Durban South Africa, Sept. 2011.

Best Practices and International Experience with Transboundary Water Dispute Resolution, United Nations Regional Centre for Preventive Diplomacy for Central Asia, 2010

Beyond International Water Law: Successfully Negotiating Mutual Gains Agreements for International Watercourses, Global Business and Development Law Journal, California, USA., 2010

Regional Environmental Effects Assessment and Strategic Land Use Planning in British Columbia, Alex Grzybowski & Associates, prepared for the Canadian Environmental Assessment Agency's Research and Development Monograph Series, Ottawa, 2001.

Good Governance and Conflict Management – A Framework for Conflict Analysis and Resolution, Alex Grzybowski & Stephen Owen, 2001, University of Victoria Institute for Dispute Resolution, Victoria, B.C. Canada.

Partnerships for Managing Social Issues in the Oil, Gas and Mining Industries – Skills Training: Process, Principles and Tools, Alex Grzybowski, Daniel Johnston, Norm MacLeod, Richard Roberts and Michael Warner, 2001, Business Partners for Development U.K.

Proceedings: Southeast Asia Regional Forum on Peaceful Conflict Management and Good Governance. Ed. Dr. Suwit Laohasiriwong, Alex Grzybowski, Andrea Sissons. 1999, Khon Kaen University Institute for Dispute Resolution, Khon Kaen Thailand.

Building Democratic Institutions and Practices in Cambodia: Proceedings from the Cambodia Commission on Human Rights Capacity Building Project. Cont. Ed. Alex Grzybowski, Stephen Owen, Catherine Morris, Harley Johnson. 1998. University of Victoria Institute for Dispute Resolution, Victoria, B.C., Canada

Public Participation and Conflict Management Training Materials. Volume 1 (reference material), Volume 2 (Case Studies in Thailand) & Volume 3 (Guide for Trainers). Alex Grzybowski 1999, CIDA Natural Resources and Environmental Management Project, Bangkok, Thailand.