

Mediation – The most desirable practice of dispute resolution in the world!



By



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In this article, I will first directing the special advantages of mediation as a method of resolving disputes by outlining a specific procedure for the mediation of disputes that optimizes these advantages and that can serve as a model.

Introduction:

The dissatisfaction with the traditional litigation process has caused an increased interest in and use of alternative dispute resolution (ADR) mechanisms.

A wide variety of such mechanisms has developed, including negotiation mediation, conciliation and arbitration. Each of these methods of dispute resolution offers certain advantages over conventional litigation in particular cases.

ADR was first time introduced via insertion of section 89 into the Civil Procedure code 1908 brought into effect by the CPC Amendment Act 1999 that became effective since 1st July 2002. The section provides for the reference of case pending before courts to the ADR such as

- (a) arbitration;
- (b) conciliation;
- (c) judicial settlement including settlement through Lok Adalat; or
- (d) mediation etc.

The method of Arbitration and Conciliation are additionally governed by the Arbitration and Conciliation Act, 1996. In addition to these the supreme court in Salem Advocate Bar Association V Union of India, (2005) 6 SCC 344 approved for Model Civil Procedure Mediation Rules and directed 25 high courts in the country to framed their Mediation & Arbitration Rules.

The foremost technique of ADR is Negotiation. It is the most advantageous technique/mode that certainly provides high level privacy of disputes. Since only disputing parties are involve and no third person can have an access to interfere in this method, it gives a lot scope to sit and make up the differences. The best part of negotiation is that even if it is not successful the parties may always take recourse of other modes such as Mediation which is nothing but an assisted negotiation, conciliation and Arbitration.

However among the various alternative dispute resolution methods, mediation stands out as particularly advantageous. Mediation has several special features, including its informality, its flexibility and its completely voluntary and non-binding nature, that make it preferable not only to litigation but often to other alternative means of dispute resolution as well.

What is mediation really?

Mediation is a process of communication to facilitate the resolution of conflicts. The intervention is carried out by an impartial third person who helps the disputing parties to communicate and work together for common understanding. The Mediation process consists of steps advocated by the United Nations for education, negotiation, collaborative problem-solving, or dispute resolution.

Mediation is a cooperative process through which the parties themselves fashion a mutually acceptable resolution to their dispute with the help of a neutral third party. It is essentially a negotiation process that seeks a convergence among the parties rather than the polarization that characterizes litigation. It also gives the parties control over the outcome.

In sum, mediation is preferable to litigation as a method of dispute resolution because, unlike litigation, mediation offers the parties to a dispute the opportunity to participate actively in a cooperative process designed to achieve a resolution to their problem that is not circumscribed by preexisting legal theories or remedies.

Mediation- since ages:

Of all mankind's adventures in search of peace and justice, mediation is among the earliest. Long before law was established or Courts were organized, or judges had formulated principles of law, man had resorted to mediation for resolving disputes. Mediation is a process of dispute resolution in which one or more impartial third parties intervenes in a conflict or dispute with the consent of the participants and assists them in

negotiating a consensual and informed agreement. It can also be said as a confidential process of negotiations and discussions in which a _neutral‘third party or mediator assists in resolving a dispute between two or more parties. Mediation‘is defined as a facilitative process in which —disputing parties engage the assistance of an impartial third party, the mediator, who helps them to try to arrive at an agreed resolution of their dispute. The mediator has no authority to make any decisions that are binding on them, but uses certain procedures, techniques and skills to help them to negotiate an agreed resolution of their dispute without adjudication.

The most essential feature of mediation has been highlighted in the following words

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Mediation is negotiation carried out with the assistance of a third party. The mediator, in contrast to the arbitrator or judge has no power to impose an outcome on disputing parties. In resolving the dispute or settlement the general role of the mediator is to facilitate communication between the parties, assist them on focusing on the real issues of dispute and to generate options that meet the respective parties‘interests or needs in an effort to resolve the dispute. The most important feature of Mediation is that it provides a solution that both parties can live with, instead of a verdict imposed by a court. Both parties are involved in suggesting possible solutions to the conflict. Mediation is based on the voluntary cooperation and good faith participation of all parties. The mediator cannot force the parties to resolve their differences. But the mediator can help the parties reach a solution agreeable to both of them. If the parties work out all or some of their differences, the resolution – or agreement – is put in writing and signed by both the parties.

Why the Chartered accountant should explore the field of Mediation?



The mediator does not impose a decision nor make any kind of judgment, unlike a Judge or Arbitrator. The mediator's role is rather one of facilitating the parties in finding their own, mutually acceptable, solution. A successful mediator of commercial disputes will therefore require a board skill-set that includes strong listening and collaborative skills as well as board day to day experience in commercial problem -solving. Chartered accountants are such experienced commercial problem-solvers with, in addition, a non-adversarial analytical and professional

Anyone possessing sound mind may facilitate the resolution to the concerned dispute therefore there are no are no rigid formalities prescribed for imparting role as a dispute resolution providers. Since India follows either court referred ADR or Private ADR, the accreditation is necessary for empanelment with court and tribunal mediation panels. The person can be a certified accredited dispute resolution provider either in the category of Mediator, Conciliator or Arbitrator after successful completion of training course.

Scope for Mediation

There are about 3 crore cases pending with the Indian courts out of such 3 crore at least 30% are civil cases that has capacity to be resolved in amicable way. If each chartered accountant decides to explore the mediation fields there are at least 100 disputes available for them.

Time and again the judiciary has been pressing upon the mediation as a way out in resolving the pendency issues. And significant steps have taken towards it. Recently the Ministry of law and justice through department of legal affairs proposes a draft Mediation Bill, 2021.

The Draft Mediation Bill, 2021

It should be noted up until today the mediation practices in India were lacking a full-fledged legislation and draft mediation bill, 2021 is a first step towards a dedicated legislation on the same. However the mediation can be done without any act, as every one of us in our life have acted or performed role of mediator in some way or another.

We have been mediator without knowing it: We often come across to a situation where we at least for once have acted as a mediator.

- Situation 1: Imagine a situation where you are sitting in your office canteen having lunch with two of your colleague who are couple and they start arguing over petty reason so either you let them continue arguing or you try to make them help each other views.
- Situation 2: Another situation where your children are fighting over a TV remote and you instantly hand over your mobile to the elder child so that other one can have remote and watch cartoon as per his choice.
- Situation 3: You are heading to work and saw two people arguing over who pushed whom and liable to damage and you help them in letting go such small thing you just acted as a mediator.

Therefore every person in his life have performed the role of mediator at least for once be that as a friend between quarrelling couple or parent between two arguing siblings , or a passerby solving arguments between two stranger on his way to office.

What the Draft Mediation Bill, 2021 Says?

The bill comprises of about 67 section divided in about IV parts along with VII schedules. Schedule II of the bill forms an exception and laid down certain cases that are not fit to be for Mediation and the same are listed as below:

- (i) Disputes of serious and specific allegations of fraud, fabrication of documents, forgery, impersonation, coercion.
- (ii) Disputes relating to claims against minors, deities, persons with intellectual disabilities, [under clause (2) of the schedule and persons with disability having high support needs (as defined in Section 2 (t)] of the Rights of Persons with Disabilities Act, 2016, persons with mental illness, as defined by Section 2 (s) of the Mental Health Care Act, 2017, persons of unsound mind, in relation to whom proceedings are to be conducted under Order 32 Code of Civil Procedure, 1908 and suits for declaration of title against government.
- (iii) Disputes involving prosecution for non- compoundable criminal offences except with the permission of the court.
- (iv) Disputes matters which are prohibited under any law or is in conflict with public policy or is opposed to basic notions of morality or justice;
- (v) Complaints or proceedings, initiated before any statutory authority or body, in relation to registration, discipline, misconduct of any practitioner, or other registered professional, of whatever description, such as legal practitioner, medical practitioner, dentist, architect, chartered accountant, or any in relation to any other profession, which is regulated by provisions of law.
- (vi) Disputes which have the effect on rights of third party who are not a party to the mediation proceedings.

- (vii) Any dispute relating to the validity of a patent, or proceedings relating to applications for compulsory licensing under the Patent Act, 1970;
- (viii) Any dispute or proceeding in relation to validity of registration under the Copyright Act, 1957, or application for grant of license, or fixation of any fee under the said Act;
- (ix) Any proceeding in relation to any subject matter, falling within any enactment, over which the tribunal constituted under the National Green Tribunals Act, 2010, has jurisdiction;
- (x) Any dispute relating to levy, collection, penalties or offences, in relation to any direct or indirect tax or refunds, enacted by any state legislature or the Parliament of India;
- (xi) Any investigation, inquiry or proceeding, under the Competition Act, 2002, including proceedings before the Director General, under the Act; proceedings before the Telecom Regulatory Authority of India, under the Telecom Regulatory Authority of India Act, 1997 or Telecom Disputes Settlement and Appellate Tribunal (TDSAT),
- (xii) Proceedings before appropriate Commissions, and the Appellate Tribunal for Electricity, under the Electricity Act, 2003;
- (xiii) Proceedings before the Petroleum and Natural Gas Regulatory Board, and appeals therefrom before the Appellate Tribunal under the Petroleum and Natural Gas Regulatory Board Act, 2006;
- (xiv) Proceedings before the Securities Exchange Board of India, and the Securities Appellate Tribunal, under the Securities Exchange Board of India Act, 1992;
- (xv) Land acquisition and determination of compensation under land acquisition laws, or any provision of law providing for land acquisition;
- (xvi) Any other subject-matter of dispute which may be notified by the Central Government in the Official Gazette.

Community mediation:

Other than this it also talks about community mediation covered in part II. So Community mediation can be any dispute likely to affect peace, harmony and tranquility amongst the residents or families of any area or locality may be settled through community mediation. The persons listed below are eligible for the panel of mediator notified by authorities such as the State Legal Service Authority, District Legal Service Authority or Taluka Legal Service Authority, to resolve such mediation.

- (a) persons of standing and integrity who are respected in the community.
- (b) Any local person including a state awardee whose contribution to the society has been recognised by the State
- (c) Representative of area/resident welfare associations
- (d) Any other person deemed appropriate.

The famous Ayodhya dispute is a classic example of community mediation. It was the first time that court-monitored mediation was ordered by the five-judge constitution bench of the Supreme Court on the hope of permanent resolution of long standing dispute of about 500 year old.

Online mediation:

Giving due consideration to the present time the bill also speaks about the provision of online mediation contained in chapter six. As per section 32 (1) an Online Mediation means conducting mediation including pre-litigation mediation by the use of applications and computer networks but not limited to an encrypted email service, secure chat rooms and conferencing by video or audio mode or both.

Points to be consider for conduct of Online dispute resolution via mediation

The outbreak of covid19 that resulted in mandatory maintenance of social distancing age have necessitated the need of virtual professional, adapting to the new normal every professional forums worldwide have started virtual life of their respective profession/business.

At this juncture the ADR mechanism has certainly become the ODR – online dispute resolution. The ADR forums/platforms/institution has to follow certain protocol for online conduct of process.

Such in nutshell have provided as below:

- i. The facilitator may first contact both parties, and brief over the process of downloading/use of digital platform
- ii. Subsequently he must explain over the flow of session and discuss the issue arisen in matter very briefly
- iii. He may make available the concern parties of consenting letters stating the permission of conduct of online hearing and terms & conditions of the same
- iv. The facilitator may make available credentials of hearing such as meeting ID and password, and provide them to the parties or their authorized representatives
- v. A reminder must be send day before the conduct of process
- vi. As a precautionary measure the mediator may join the virtual meet in advance and facilitate assistance if any technical difficulties arise or cause to the parties
- vii. Before starting the process he must remind the parties of agreed terms and condition, flow of session and their rights in between the process
- viii. He must be available or provide breakout sessions whenever time needed to think upon or general break in the virtual meet.
- ix. A virtual white board may be created to brainstorm ideas when the phase of decision making is reached
- x. Once the process is concluded he may provide the parties the mutual agreement to sign through E-signature in case a final decision is reached

Interestingly the disputing parties are permitted to appoint more than one mediator so far the number is odd. Therefore in such cases of co-mediators the responsibilities of them in

virtual proceedings are certainly many. They must organize in a manner to establish a successful system of communication with each other and with the parties.

It is recommended that co-mediators:

- i. Should familiar with each other, or have previously worked with each other
- ii. They should have an understanding of strategy, vision in resolving the concerned disputes so that the collaboration would be easier and it would be easier to arrive at a conclusion.
- iii. It is requires that they must understand case in brief manner before proceeding to the session in respect of platform, by mail, telephone or video conference they are going to use
- iv. Facilitate the division of task between themselves and set strategy prior to session, harmony and cooperation is certainly very important in the process
- v. They must restrain the amount of confusion to the parties take steps in the manner
- vi. The absence of physical presence may create problem in flow of discussion as two person might try to speak at the same time, the collaborators must ensure that every person in the dispute may get their fair chance and must maintain discipline throughout the process

HOW TO ACE THE ROLE OF MEDIATOR?

As a neutral facilitator, the mediator is uniquely placed to assist with, or do, the following:

- a) Win the trust of all parties;
- b) Facilitate communication;
- c) Focus the parties on the problem;
- d) Overcome emotional blockages;
- e) Help one party to understand the other party's case;
- f) Probe each party's case for interests, positions, strengths and weaknesses;

- g) Help parties realistically assess their own cases;
- h) Suggest new avenues to explore;
- i) Overcome deadlock and help save face;
- j) Explore settlement proposals in depth;
- k) Assess realistically the chances of settlement; and
- l) Win approval for settlement proposals.
- m) check (and re-check) confidentiality;
- n) let the parties own the problem and the solution;
- o) resist imposing the mediator's own solution;
- p) be neutral and do not offer an opinion;
- q) be impartial and give equal value to everyone;
- r) avoid stereotyping;
- s) check own assumptions;
- t) always show respect;
- u) develop and demonstrate understanding;
- v) be open and honest (with oneself and with others); and
- w) be flexible.

Not all mediations proceed smoothly. Several factors, such as anger, position, plain misunderstanding or a simple miscommunication could lead to an impasse in the mediation. In this circumstance the mediator could apply before strategies for peaceful process:

1. Take a break from the mediation: Relaxing to reconsider a point sometimes leads to fresh thinking on a problem.
2. Emphasise the areas of agreement: This enables the parties to see the commonality of their interests and the futility of walking away from the table.
3. Use humour: Appropriate humour is always a good move for relaxation.
4. Explore settlement in incremental stages. If a partial agreement is feasible, harp on it.

5. Adjourn to another day.
6. Encourage the parties. Encouragement is a good motivator to further movement and action. The mediator should acknowledge whatever progress has been made, to reinforce it.
7. Change the focus of the mediation: If one topic bogs down the discussion, move to another issue and address the difficult one later
8. Use silence as a weapon: Silence is an unusual condition in a mediation. Someone may feel compelled to break it
9. Validate the parties' interests: When people feel validated in their own interests, they are more willing to listen to the interests of others.
10. Avoid generalisations.
11. Point out similarities.
12. Learn about the parties' culture/cultures.
13. Share your experiences.
14. Demonstrate familiarity.
15. Show a desire to learn.
16. Be open to individuality.
17. Practice active listening.
18. Stress the positive.
19. Figure out what is 'fair'.
20. Admit mistakes.
21. Do not trick or be overly greedy.
22. Be respectful of the parties.
23. Try to improve the deal after making it.
24. Recognise common goals.
25. Discuss difficulties/constraints.
26. Use a caucus. This allows the mediator to hold separate meetings with the parties.
27. Establish a personal rapport.
28. Disclose relevant information.

29. Be honest.
30. Find out what each party wants/needs.
31. Look for ways to add value.
32. Create options.
33. Prepare.
34. Have open communication.
35. Try to improve the relationship between or amongst the parties.

Legislation prescribing mediation for amicable solution:

Under the Commercial Courts Act, 2015 that provides chapter III-A which brought in by way of amendment act 2018 effective from 3rd May 2018 inserted a provision of “Pre-institution Mediation under section 12-A in the act

The provision makes it mandatory for a party to exhaust the remedy of mediation before initiating court proceedings under the Commercial Courts Act, with the limited exception of cases where urgent relief is being sought. It should be noted the Patent infringement disputes, being disputes of a commercial nature, are governed by the Commercial Courts Act and, therefore, the mandatory pre-institution mediation provision applies to such disputes.

The time bound mediation procedure envisaged in this provision allows a patentee to not only bring a possible infringer to the negotiation table under the threat of future litigation but also allow patentees to resolve disputes in a timely manner by avoiding long-drawn litigation in Indian courts.

The procedure to be followed in such mediation proceedings is set out in **the Commercial Courts (Pre-Institution Mediation and Settlement) Rules, 2018**

As per the Rules, the plaintiff must file an application with the State Legal Services Authority or the District Legal Services Authority constituted under the Legal Services Authorities Act, 1987 (“Authority”) to initiate mediation.

Once an application is received, the Authority will issue notice to the opposing party to appear within 10 days of receipt of notice and give consent to participate in the mediation proceedings.

The Rules provide for issuance of a final notice if the Authority does not receive a response within 10 days of the initial notice. If the opposing party fails to appear following the final notice or refuses to participate in the mediation proceedings, the Authority will treat the mediation process as a non-starter and prepare a report to that effect. If the opposing party agrees to participate, then the mediation process begins. Following negotiations and meetings with the mediator, if the parties arrive at a settlement, it will be recorded in a settlement agreement.

What is the difference b/w conciliation and mediation?

Conciliation	Mediation
<ul style="list-style-type: none"> • ‘a non-binding arbitration’ 	<ul style="list-style-type: none"> • ‘assisted negotiation’
<ul style="list-style-type: none"> • involves a third party’s trying to bring together disputing parties to help them to reconcile their differences, 	<ul style="list-style-type: none"> • goes further by allowing the third party to suggest terms on which the dispute might be resolved.
<ul style="list-style-type: none"> • role of the ‘conciliator’ in India is pro-active and interventionist 	<ul style="list-style-type: none"> • role of the ‘mediator’ must necessarily be restricted to that of a ‘facilitator’.

The section 30 of the Arbitration and Conciliation Act 1996, which is in Part I, provides that an arbitral tribunal may try to have the dispute settled by use of ‘mediation’ or ‘conciliation’. The provision is explained as below:

- Sub-section (1) of sec. 30 permits the arbitral tribunal to “use mediation, conciliation or other procedures”, for the purpose of reaching settlement.

Further the Civil Procedure Code (Amendment) Act, 1999 which introduced section 89, too speaks of ‘conciliation’ and ‘mediation’ as different concepts. Order 10 Rules 1A, 1B, 1C of the Code also go along with sec. 89.

The above mentioned legislation has been amended in the proposed draft mediation bill, 2021. The said bill is based on the UNCITRAL model law on International Commercial Mediation and United Nations Convention on International Settlement Agreements resulting from Mediation also known as the Singapore Convention. India on 7th August 2019 became one of the first signatories to the said convention in order to strengthen the legal framework on international dispute settlement. At present there 55 signatories to the convention including US, China, Australia, Brazil, Iran etc. however only 8 out 55 have ratified the same. So what is the difference between ratification and signing to the convention?

When the state puts a signature on the convention / treaty it merely agrees to comply with it however it no where binding to it whereas when the state ratifies the convention / treaty it implies that the same is binding upon that respective state

Mediation – order of the day

Mediation has become an order the day. In a civilized nation, settlement of dispute via amicable way is always a priority. Interestingly, the mediation has a capacity to be such an amicable way of resolving dispute.

The solution given in mediation is not simply black and white or there is no clear winner or loser as there is no time to find out who is legally right or wrong. More emphasis is given on solving the dispute amicably with certain conditions put forth by parties. In other word there is win-win situation for both the parties to the dispute. It truly allows the parties to speak their mind and leaving everyone satisfied by the end.

Recommending few books on amicably resolving dispute resolution:

1. The Intelligent Negotiator – what to say, what to do, and How to get what you want – Every time – by Charles Craver
2. Negotiaion Genius –By Deepak Malhotra and Max Bazerman
3. Win – Win Negotiations – Developing the mindset, skills and behaviours of Win-win Negotiators –By David Goldwich
4. Negotiations with Assymetrical Distribution of Power –By klaus winkler
5. Getting past no –by William Ury
6. Getting to YES – Negotiating agreement without giving in –by Roger Fisher and William Ury
7. Birlliant negotiations – what the best negotiators know, do and say –by Nic peeling

Conclusion

Mediation certainly provides you the accessible, affordable, quick, confidential and flexible solution allowing you to get back to your business sooner. The greatest advantage that it brings on the table is allowing the disputing parties to work cooperatively.

WEBSITES

1. ODRways (Online Mediation) - <http://odrways.com>
2. Mediate India - www.mediation.com
3. Indian Institute of Arbitration and Mediation - www.arbitrationindia.com
4. Camp Mediation - www.campmediation.in
5. ASSOCHAM International Council of Alternate Dispute Resolution (AICDR) - www.assochem.org
6. Bangalore International Mediation, Arbitration and Conciliation Centre (BIMACC) - www.bimacc.org
7. Centre for Advanced Mediation Practice - www.ciac.in

8. Delhi Dispute Resolution Society (DDRS) Department Law Justice & LA Government of Delhi - http://delhi.gov.in/wps/wcm/connect/doi_ddrs/DELHI+DISPUTES+RESOLUTION+SOCIETY/Home
9. International centre for Alternate Dispute Resolution (ICADR) - <http://icadr.nic.in>
10. ODRways (Online Mediation) - <http://odrways.com>
11. Online Consumer Mediation Centre - <http://onlinemediationcenter.ac.in>
12. Algeria Centre de conciliation et d'arbitrage de la Chambre algerienne de commerce et d'industrie Contact: cabinetharoun@yahoo.f
13. Australia Australian Centre for International Commercial Arbitration (ACICA), Website: www.acica.org.au
14. Australian Commercial Disputes Centre (ACDC) Website: www.acdcltd.com.au
15. Institute of Arbitrators & Mediators Australia (IAMA) Website: www.iama.org.au
16. LEADR Association of Dispute Resolvers Website: www.leadr.com.au
17. Austria Anwaltliche Vereinigung fur Mediation und cooperatives Verhandeln (AVM) Website: www.avm.co.at
18. Argentina Comision de Arbitraje, Camara Argentina de Comercio, www.cac.com.ar
19. Bahrain Bahrain Chamber for Dispute Resolution (BCDR) Website: www.bcdr-aaa.org
20. Belgium Brussels Business Mediation Center (BBMC) Website: www.bbmc-mediation.be
21. Cepani Belgian Centre for Mediation and Arbitration Website: www.cepani.be
22. Chambre d'arbitrage et de Mediation, Website: www.arbitrage-mediation.be
23. Benin Centre d'Arbitrage de Mediation et de Conciliation du Benin
24. Brazil Camera de Arbitragem Empressarial, Website: www.camarb.com.br
25. IBRAMAC, Recife, Website: www.ibramac.org

26. Burkina Faso Centre d'Arbitrage, de Mediation et de Conciliation de Ouagadougou de la Chambre de Commerce, d'Industrie et d'Artisanat, Website: djibobintou@yahoo.fr
27. Canada ADR Chambers, Website: www.adrchambers.com
28. ADR Institute of Canada, Website: www.adrcanada.ca
29. Canadian Commercial Arbitration Centre (CCAC), Website: www.ccac-adr.org
30. Cameroon Association pour la promotion de l'arbitrage en Afrique (APAA), www.apa-afrique.org
31. Chile Arbitration and Mediation Center of the Chilean-American Chamber of Commerce, Website: www.amchamchile.cl
32. Santiago Chamber of Commerce, Website: www.camsantiago.com
33. China Beijing Arbitration Commission, Website: www.bjac.org.cn
34. China Council for Promotion of International Commerce (CCPIT)
35. China International Economic and Trade Commission (CIETAC), Website: www.cietac.org
36. Shanghai Commercial Mediation Centre, Website: www.scmc.org.cn
37. Colombia Centro de Arbitraje y Conciliacion Camara de Comercio de Bogata, Website: www.ccb.org.co
39. Congo Centre national d'arbitrage, de conciliation et de mediation (CENACOM), Website: cenacomdrc@yahoo.fr
40. Croatia Croatian Chamber of Trade and Crafts, Suzana.Kolesar@hok.hr
41. Croatian Mediation Association and Mediation Centre, Website: humanrights.uconn.edu
42. Cyprus Cyprus Mediation Association, Website: www.cymedas.com
43. Cyprus Arbitration & Mediation Centre, Website: www.cyprusarbitration.com.cy
44. Czech Republic Association of Mediators of the Czech Republic, Website: www.amcr.cz

45. Denmark Danish Centre for Conflict Resolution, Website: www.konfliktloesning.dk
46. Danish Institute of Arbitration, www.denarbitra.dk
47. Egypt Cairo Regional Centre for International Commercial Arbitration (CRCICA), www.crcica.org
48. England Academy of Experts, www.academy-experts.org
49. ADR Chambers, www.adrchambers.co.uk
50. ADR Group, Website: www.adrgroup.co.uk
51. ADR Services, Website: www.adrs.co.uk
52. Chartered Institute of Arbitrators, Website: www.ciarb.org
53. Civil Mediation Council, Website: www.civilmediation.org
54. Dispute Mediation, Website: www.disputemediation.co.uk
55. In Place of Strife, www.mediate.co.uk
56. Finland Finnish Bar Association Mediation Board, Website: www.asianajajat.fi
57. France Arbitration Chamber of Paris, Website: www.arbitrage.org
58. Centre de Médiation et d'Arbitrage de Paris (CMAP), Website: www.mediationetarbitrage.com
59. European Centre for Financial Dispute Resolution, Website: www.euroarb.org
60. Germany Centrus für Verhandlungen und Mediation (CVM), www.c-v-m.org
61. Deutsche Gesellschaft für Mediation (DGM), www.dgm-web.de
62. German Association of Business Mediation (DGMW), www.dgmw.de
63. Mediation für Juristen, www.wegweiser-mediation.de
64. Greece ADR Center, www.adrcenter.gr/mediation
65. ADR Point, www.adrpoint.gr/en/businesses/adr-point
66. Hellenic Mediation & Arbitration Centre, Website: www.hellenic-mediation.gr
67. Hong Kong Hong Kong International Arbitration Centre (HKIAC), Website: www.hkiac.org
68. Hong Kong Mediation Centre, Website: www.mediationcentre.org.hk
69. Hungary Budapest Attorney Mediators' Society, www.mediacio.net

70. India Delhi Mediation Centre (DMC), Website: www.delhimediationcentre.gov.in
71. Bangalore International Mediation, Arbitration & Conciliation Centre, Website: www.bimacc.org
72. Indian Institute of Arbitration & Mediation, Website: www.arbitrationindia.com
73. Indonesia Pusat Mediasi Nasional (PMN), Website: www.pmn.or.id
74. Indonesian National Board of Arbitration, Website: www.bani-arb.org
75. Ireland Mediators' Institute of Ireland (MII), Website: www.themii.ie
76. Mediate Ireland, Website: www.mediateireland.com
77. Italy Concilia LLC, www.concilia.it
78. Milan Chamber of Commerce, www.mi.camcom.it
79. Resolutia, www.resolutia.it
80. Israel Israeli Institute of Commercial Arbitration, Website: www.borerut.com
81. Mediate in Israel, mediationinisrael.com
82. Japan Niben Arbitration and Mediation Center, Website: www.niben.jp/english/arbitration.html
83. Japan Commercial Arbitration Association (JCAA), Website: www.jcaa.or.jp/e/
84. Japan International Mediation Centre, Website: www.jimc-kyoto.jp
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