

2015-2025 STRATEGIC PLAN

Together we make a difference

Institute for Certification and Training of
Portuguese-speaking Mediators

icfml.org

ICFML 2015-2025 Strategic Plan

Introduction

This whole process of planning would not have been possible without the commitment, patience and positive spirit of all the members of the steering committee of the ICFML in Brazil and Portugal.

Considering all the team work was conducted *online* and pro-bono, it is very clear that there was a high motivation of each member to conduct and finalize the planning process.

The strategic planning at ICFML is the moment when together we set targets and define the impact that want to make in the society and how to make it happen.

This is the moment where we create a vision to which we will give reality through multiple actions.

We can begin by thinking about where we came from, what brought us where we are and imagine where we want to go, with certainty about our motivation, but also awareness of our fears about a future that we do not know.

We assume some parameters, create alternatives, and we define our common motivation in this project.

In fact, this project is crucial to maintain the bond not only between our members but also as among our founders, knowing how to reconcile differences and create more value together.

It is crucial that we create and define what role and impact we want our institution to have in the future.

We must ask ourselves what the possible futures will be and what the ideal future will be. Therefore, we must ask ourselves if what we aspire is consistent with our mission.

This work is the fruit of a reflection that relates primarily to one question: **how to generate impact?**

The responses were the following:

- Generate ***impact on the practice of mediation of conflicts*** by defining actions adapted to the different types of stakeholders involved in this practice;
- Generate ***impact on the use of mediation of conflicts*** by defining actions adapted to the different types of stakeholders involved in the use;
- Generate an ***impact on people who work with the ICFML*** and those who are in contact with the institution.

For each of the above, we define how we intend to achieve such impact and subsequently how we can realistically make it happen.

This document will begin with a contextualization of the institution and its brief presentation; thereafter, we define widely strategic objectives; and finally, an implementation of these goals.

Ana Maria Maia Gonçalves
President of ICFML

Part 1 - Background and presentation

ICFML

The ICFML has the following objectives:

- Promoting and conducting the certification of mediators and lawyers/counsel in mediation, with international standards;
- Contribute to the promotion, awareness and use of mediation;
- Define the common bases for international certification of mediators;
- Promote and organise, in cooperation with academic institutions and professional associations, local lectures and actions of certification in mediation and/or advocacy in mediation, aimed at professionals, in particular those who deal with the prevention, management and resolution of conflicts;
- To support and develop the mediation of cross-border disputes;
- Create a global network of Portuguese-speaking mediators certified by ICFML/IMI, with the objectives of developing the mediation practice and providing support to mediators in the development of their activity.

The founding members of ICFML in Portugal are: Ana Maria Maia Gonçalves and Thomas Gaultier.

The founding members of ICFML in Brazil are: Ana Luiza Isoldi, Dulce Nascimento, Fernanda Levy, Henrique Gomm Neto, Leandro Rennó, Marcelo Girade, Mariana Freitas de Souza and Soraya Nunes.

To see all the volunteers who collaborate with ICFML please consult our site web in icfml.org.

Mission

To promote collaboration and peace through the development and professionalization of mediation of conflicts in the countries whose official language is Portuguese (Angola, Brazil, Cape Verde, Guinea-Bissau, Mozambique, Portugal, São Tomé and Príncipe, Timor).

Vision

Use the power of mediation of conflicts to contribute to the development of justice in these countries.

Our values

The ICFML advocates principles linked to the mediation of conflicts, such as: integrity, neutrality, professionalism, volunteering, social peace, transparency, collaboration, sharing of knowledge/information, honesty and openness. The ICFML not only rejects any type of corruption, but also any kind of discrimination (gender, race, ethnicity, age, religion, sexual orientation or other personal characterization).

Our actions

In addition to providing tools to the communities in Portuguese-speaking countries to help them develop mediation programs that encourage the peaceful resolution of conflicts, ICFML also develops and implements the Qualifying Assessment Program (QAP) in Portuguese for certification by the IMI - International Mediation Institute.

In addition, we have created a worldwide network of Portuguese-speaking mediators and lawyers/counsel in mediation, accredited by the ICFML/IMI, with the objectives of developing the mediation practice and providing support to mediators in the development of their activity.

Our vision for the ICFML

The ICFML will promote standards and knowledge not only necessary for the exercise of the profession of mediator of conflicts in the Portuguese-speaking countries, but also for the role of lawyer in mediation in the same countries.

In addition, ICFML will provide tools to all of those who want to become professionals in the mediation of conflicts and who speak Portuguese, to help those professionals develop and advance their career.

ICFML will distinguish itself by its innovation, its effectiveness, its values and principles and will be an institute which will serve as a model for other non-profit associations.

Our vision for the mediation of conflicts

Conflict mediation, as an alternative means of conflict resolution, will be seen as a serious form of dispute resolution, and should always be viewed as an option to resolve any social conflict.

Because of this, sovereign bodies will recognize mediation as a genuine alternative mean of conflict resolution that is part of a fair legal system, as well as all professionals who play the role of mediators.

Thus, all legal practitioners will recognize that in addition to practicing the profession of mediator that it is gratifying and enticing, they will confirm that it is a viable alternative means of conflict resolution that ensures the speed, adequacy and predictability necessary for the development of a fair legal system.

Schools will develop conflict management programs that will allow better coexistence among students.

These programs should be based on mediation techniques that will prevent situations of violence, such as bullying or any other form of discrimination.

Universities will also integrate conflict resolution into their curricula as soon as in their undergraduate programs, thus contributing to cultural change in society towards the integration of mediation in society.

In this way, conflict mediation will be seen by all public or private organizations as an fundamental part of business management, capable of directly contributing to organizational success.

In addition, the use of information and communication technology (ICT) will help to find a solution to conflicts and will place mediation as one of the most efficient modes of resolution.

Our vision for the role that we play

ICFML provides the tools, resources and leadership opportunities to improve the performance and career paths of its certified mediators and mediation attorneys, and all other conflict resolution practitioners in general.

In addition, ICFML provides the structure and recognition, either directly or through its representatives in each country, for the hiring of conflict mediation professionals in the Portuguese-speaking world.

This institute offers access to qualified human capital, specialized resources using the best practices, standards and metrics of the profession of international conflict mediators.

In addition, the ICFML favours the development of mediation in training bodies, mediation centres, trade associations and bar associations.

Together we make a difference

One of the core objectives of ICFML is to gather not only local, government, organizations, foundations, NGOs, chambers of commerce, schools / universities, law practitioners, training organizations and mediation centres to jointly promote the use of conflict mediation in the resolution of disputes in Portuguese-speaking countries.

Another fundamental objective is also the creation of a vast network of certified Portuguese-speaking mediators and lawyers.

Thus, we believe that together we make the difference.

Part 2 - Strategic Objectives

Strategic Objective 1

- establish standards of excellence for the practice of mediation and mediation advocacy and make them widely recognized and adopted.

In a word, we want to be the reference in quality standards of conflict mediation (for mediators, for lawyers in mediation, for online mediators) in Portuguese.

Strategic Objective 2

- develop in a sustainable way and institutionalise the mediation of conflicts in the Portuguese-speaking countries

In a word, we want to be the meeting point for all professionals in the area of private mediation in Portuguese-speaking countries.

Strategic Objective 3

- Develop an institution with purpose and respect for difference

In a word, we want to be a role-model in alignment with our values to all who work with us and for us.

Part 3 - Implementation of Strategic Objectives

The implementation of Strategic Objective 1: Establish standards of excellence for the practice of mediation and mediation advocacy and make them widely recognized and adopted.

This objective aims to result in the acceptance and use of standards of ICFML/IMI by mediators of conflicts and by lawyers in mediation, setting the benchmark for best practices in conflict mediation, in Portuguese-speaking countries.

This objective seeks to impact the practice of mediation of conflicts through actions focused on the different stakeholders

Mediators and lawyers in the Mediation

1. CERTIFICATION OF MEDIATORS AND LAWYERS IN MEDIATION

For the certification of mediators and lawyers in mediation, programs must be carried out to increase quality and professionalism in the practice of conflict mediation.

One objective of ICFML, which should be fulfilled by the end of this year, is to increase the number of ICFML assessors, using criteria defined by the ICFML QAP for this purpose.

In addition, another aim of the institute by 2025 is to develop a network of facilitators of level 1 certification program, which will allow the development of certification knowledge and increase the number of mediation mediators and lawyers in the different countries in that ICFML is present.

2. CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)

The continuous professional development of mediators and lawyers allows the maintenance of competence, and for this purpose they shall carry out programs that allow progress.

In this sense, ICFML should implement programs integrating all the high-quality trainings already existing on the market as a source of development of certified mediators through the creation of a system of CPD "points".

The creation and implementation of paid annual programs may promote not only the sustainability of resources involved for the development but also the implementation and achievement of the CPD activities

3. OBSERVATORY OF BEST PRACTICES

Create a space for the dissemination of case studies, carried out by mediation professionals, that is a reference of good practices in the area.

Training Bodies

1. " TRAINING PARTNER ICFML (TPI)"

ICFML will establish partnerships for the training of mediators and lawyers in mediation of conflicts with international quality parameters for the purpose of developing a network of training bodies - " Training Partner ICFML (TPI)".

2. TRAINING POINTS ICFML

ICFML will create with the mediation training bodies a DPC points system certified for mediators and lawyers in mediation. Such training will allow the certified mediator to get points for maintaining its certification.

3. QUALIFYING ACCESS PROGRAM TO CERTIFIED MEDIATOR

ICFML will develop a qualifying access program that will allow the training body to certify mediators jointly with ICFML.

Code of Conduct of the ICFML certified mediator and lawyer in mediation

ICFML will produce a clear, solid and accessible document, based on the code of conduct of IMI.

This code will have as recipients the users of mediation services and will indicate the ethical standards that should be observed by the ICFML certified mediators and lawyers in mediation.

This document will enable users of mediation services provided by ICFML professionals who believe that the standards set forth in the Code were not met by the ICFML professional of their choice to start the process of evaluation of the conduct of this professional.

ICFML will define a process of evaluation of conduct as well as a ICFML customer centre to which the situations of breach of code of conduct may be reported.

Standards of advocacy in mediation training

ICFML will define what standards of training are required to allow participants to enrol in the certification procedures for lawyers in mediation. In addition, ICFML will create a website geared for advocacy in mediation.

Standards of online mediation

ICFML will set training standards for mediators who wish to operate online, based on the work done previously on the topic.

Transparency in the certification process for trust building

ICFML will provide clear and concise information on the certification assessment procedure, creating a complaint process, which is transparent and easily accessible to mediators and lawyers in mediation.

ICFML will promote the dissemination of the distinction between assessor and trainer.

Implementation of the Strategic Objective 2: Develop in a sustainable way and institutionalise the mediation of conflicts in the Portuguese-speaking countries.

This objective will be fulfilled if mediation becomes a reality in Portuguese-speaking countries, which means to generate an impact in the use of mediation through actions directed at the different stakeholders.

Development of partnerships

At ICFML, we believe that "Together we make a difference." "Partnership" is a key word for the achievement of the goals in which we believe.

1. PARTNERSHIPS WITH CHAMBERS

The ICFML has already established partnerships with several Brazilian and Portuguese chambers of commerce for the implementation of certification procedures and the organization of events.

Our plan is to increase the number of chambers of commerce who are our partners, with the goal of allowing the ICFML certification to be a criterion of preference conveyed by the chambers to its users.

2. PARTNERSHIPS WITH BAR ASSOCIATIONS

We will maintain existing partnerships and create new ones, in particular with the OAB sections in several Brazilian states and their respective Colleges of Lawyers ("Escolas Superiores de Advocacia" - ESA) and Portuguese Bar.

3. PARTNERSHIPS WITH UNIVERSITIES

ICFML will emphasize especially the existing partnerships with universities in countries where it is present. These partnerships also aim at introducing the conflict mediation discipline in the curricular units of various courses, such as Law and Business Administration, among others.

4. PARTNERSHIPS WITH PRIVATE OR CIVIL INITIATIVES

One of the main goals of ICFML is to extend its partnerships to other institutions or private initiatives, provided that these are compatible with the values that the ICFML intends to promote. An example of these successful partnerships is the "coffee with mediation" (Café com Mediação).

5. PARTNERSHIPS WITH THE BUSINESS WORLD

In the business world, ICFML intends to develop partnerships with significant of business management institutions and representatives in different countries.

6. INTERNATIONAL PARTNERSHIPS

Considering the role that ICFML currently occupies internationally, we intend to extend our partnerships to give even more visibility to the mediators and lawyers certified by ICFML, always learning from what has already been successfully implemented in other countries.

7. PARTNERSHIPS WITH INDIVIDUALS

The idea that "Together we make a difference" is one of the essential mottos of ICFML. Thus, partnerships with individuals who share ICFML values will make a positive impact on the effective use of mediation.

Virtual Library in Portuguese

Create the largest virtual library on conflict mediation in Portuguese language.

Communication about mediation

The communication about mediation can be done through the regular organization of events about mediation, through partnerships with existing events, or through social networks, thereby broadening our target audience.

Mediation competitions

Participate in various mediation competitions, ensuring that the assessment criteria used by judges follow the international standards of mediation of ICFML and IMI.

Development of the use of mediation in educational institutions

In educational institutions, we plan to implement various actions such as:

- From the early year's education to university, provide knowledge of mediation as a form of conflict prevention and resolution;
- Define a strategic plan for dissemination of conflict mediation in the school environment as an essential form of social peace.

Impact on legislative policy

The ICFML, through members of its board of directors and its certified mediators and lawyers, aims to influence the legislative policies of the countries in which it operates, so as to allow the mediation of conflicts to be used in a more comprehensive and appropriate way.

The operationalization of the Strategic Objective 3: Develop an institution with purpose and respect for difference

Any member who collaborates either directly or indirectly with the ICFML should be able to learn and demonstrate the "way of being" and the "way of doing" compatible with our mission. The objective is to generate an impact on people who work with ICFML and those who come into contact with the institution.

A collaborative organization

Our internal organization will be strengthened by the consolidation of our existing participatory leadership and delegation model, through the organization of meetings of task planning and through the delivery of regular information to the members of the association.

Our annual meeting with all certified mediators and lawyers in mediation will strengthen the feeling of belonging and enable the sharing of information and experiences

We believe that the impact we can have at the personal level can extend to the professional field.

Leverage primarily virtual collaboration

The ICFML is essentially virtual, since it relies heavily on technology for communication and collaboration. In this sense, it is essential to assist our members in improving their mastery of the online environment.

Definition of project teams made of people from all over the country and from various backgrounds

The ICFML is completely open to all of those who wish to collaborate with us, in particular, in working groups on the most diverse themes.

Social Networks

We will amplify our presence on social networks and will expand their use for the dissemination of the activities of our certified mediators and lawyers.

Opening the tent

We will spread our ideas and activities to the greatest number of people possible from all social conditions.

Increase and diversify our financial resources

1. KEY PROJECT - VIRTUAL LIBRARY IN PORTUGUESE

Define and launch a key project to attract donations, in particular sponsorship from private organizations, through conventions and collaboration agreements.

2. PARTICIPATION OF THE MEDIATORS CERTIFICATES ON ICFML PANEL

Launch campaign for ICFML mediators and advocates panel to be the reference in the Portuguese-speaking world.

3. PROMOTION OF ONLINE CONTENT

Promote the community and the online content that is produced by the ICFML members and partners organizations.

ICFML Brazil 2018 Advisory Council

Adolfo Braga Neto
Adriana Braghetta
Alexandre Palermo Simões
Ana Teresa Basílio
Ana Valéria Silva Gonçalves
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Tânia Almeida
Vera Cecília Monteiro de Barros
Vivien Lys Porto Ferreira da Silva
Wilson Pimentel

"The central issue is never strategy, structure, culture, or systems. All those elements, and others, are important. But, the core of the matter is always about changing the behaviour of people, and behaviour change happens in highly successful situations mostly by speaking to people's feelings"

"A questão central nunca é estratégia, estrutura, cultura ou sistemas. Todos esses elementos e outros são importantes. Mas o cerne da questão é sempre mudar o comportamento das pessoas, e a mudança de comportamento acontece em situações de sucesso falando aos sentimentos das pessoas "

*John P. Kotter, Dan Cohen (2013).
"The Heart of Change: Real-Life Stories of How People Change Their Organizations",
p.11, Harvard Business Press*

JUNTOS FAZEMOS A DIFERENÇA

