

INFORMATIONS
PERSONNELLES

Maria Oliveira

EXPÉRIENCE
PROFESSIONNELLE

- 2017–présent Membre du CEPEJ-GT-MED
Conseil de l'Europe - CEPEJ
- 2007–2018 Expert
Conseil de l'Europe - CEPEJ
Participation en qualité de formatrice en Moldavie (Chisinau, 2008)
- Présentation d'avis sur des projets de lois en médiation (Serbie, 2013 et Fédération Russe, 2007)
 - Participation en qualité d'oratrice à des conférences données en Bulgarie (Blagoevgrad, 2018), Ukraine (Odessa, 2008 et Vinnytsia, 2007), Fédération Russe (S. Pétersbourg, 2009 et Moscou, 2007), Pologne (Varsovie, 2007), Kosovo (Pristina, 2007) et Croatie (Zagreb, 2007)
 - Participation en qualité de facilitateur à une réunion au Conseil de l'Europe sur les moyens alternatifs de résolution de conflits dans le cadre du "Project for Regional Dialogue on Judicial Reform in the EaP Countries" (2016)
- 2015–2017 Expert en médiation
CEPEJ
- Participation dans la qualité d'expert en médiation au projet "Développer le recours à la médiation dans les litiges en matière civile en Turquie"
- 2008–2014 Expert
EuroMed Justice II et III
- Participation aux séminaires sur "La Résolution de Conflits transfrontaliers en matière familiale"
- 2006–2007 Membre du CEPEJ-GT-MED
Conseil de l'Europe - CEPEJ
- 2003–présent Médiatrice et Juge-arbitre
- 2000–2003 Directrice Générale
Ministère de la Justice (Portugal)
- 1983–présent Avocat d'affaires/avocate d'affaires

ÉDUCATION ET FORMATION

- 2013–2015 Master - Construction Law and Dispute Resolution

Leeds Beckett University, Leeds (Royaume-Uni)

Document(s) lié(s): [Master_Of_Science_Leeds_Beckett_University-Maria_Oliveira.pdf](#)

1976–1981

Diplôme en Droit

Faculdade de Direito - Universidade de Lisboa, Lisbonne (Portugal)

Document(s) lié(s): [Diplome_Droit-Maria_Oliveira.pdf](#)

COMPÉTENCES
PERSONNELLES

Langue(s) étrangère(s)

	COMPRENDRE		PARLER		ÉCRIRE
	Écouter	Lire	Prendre part à une conversation	S'exprimer oralement en continu	
français	C2	C2	C1	C1	C1
Diplôme de Supérieur d'Études Françaises Modernes					
Document(s) lié(s): Diplôme_Supérieur_d'Etudes_Françaises_Modernes-Maria_Oliveira.pdf					
anglais	C1	C1	C1	C1	C1

Niveaux: A1 et A2: utilisateur élémentaire - B1 et B2: utilisateur indépendant - C1 et C2: utilisateur expérimenté
Cadre européen commun de référence pour les langues

Compétences liées à l'emploi

- Membre du Chartered Institute of Arbitration (CIArb)
- Membre du jury du prix "Balance de Cristal" (2008 et 2019)

ANNEXES

- [Diplôme_Supérieur_d'Etudes_Françaises_Modernes-Maria_Oliveira.pdf](#)
- [Diplome_Droit-Maria_Oliveira.pdf](#)
- [Master_Of_Science_Leeds_Beckett_University-Maria_Oliveira.pdf](#)
- [Diplome_Droit-Maria_Oliveira_FR.pdf](#)
- [Master_Of_Science_Leeds_Beckett_University-Maria_Oliveira_FR.pdf](#)

Leonardo D'Urso



KEY QUALIFICATIONS

Leonardo D'Urso is a full-time mediator, co-founder and CEO of ADR Center, Adjunct Professor at Straus Institute for Dispute Resolution at Pepperdine University (Malibu-CA, USA), Scientific Expert of the Working Group on Mediation of CEPEJ at the Council of Europe and member of the Board of Director of the Weinstein International Foundation – Mediating a Better Future. With more than 20 years' experience in the field of Alternative Dispute Resolution (ADR), he has mediated over 1.200 national and international complex civil and commercial mediations and facilitated various public dialogue processes. In the field of consulting, his current focus is developing ADR strategic policies for Governments and Ministries of Justice and drafting effective legislative frameworks to increase the recourse to mediation and the quality of mediation services.

Recently, he has been appointed by the Project Complaint Mechanism (PCM) of the European Bank for Reconstruction and Development (EBRD) as Impartial and Independent Expert. The complaint relates to a cross-border environmental public dispute over the treatment and conditioning of radioactive waste connected with the decommissioning of nuclear power plant located next to a border between two States. The tasks assigned include the performing of a Problem-solving/Mediation process with a series of public and private meetings with the main stakeholders to facilitate the settlement of the dispute.

Since 1998, he has been nominated as senior expert in several international projects on ADR in Africa, Asia, Central America and Europe. In particular, he has been one of the leading experts in the two-year successful project for the creation of the first mediation center for commercial dispute in Kabul, Afghanistan and previously in a project aimed to create three court-annexed mediation pilot programs in the states of Abia, Kaduna and Lagos in Nigeria. The most recent projects aimed to draft mediation legislative reforms and implement capacity building in the Republics of Azerbaijan, Moldova, Serbia and in Turkey based on the "Italian Mediation Model".

Author of several publications on negotiation and mediation, Leonardo has lectured on Negotiation and Mediation Techniques at a number of universities, Chambers of Commerce and multinational corporations. In the last 20 years, he has been speaker in hundreds of conferences and workshops in the field of negotiation, mediation and ADR. In Rome, Leonardo teaches at LUISS University a course on "Negotiation and Conflict Resolution". With ADR Center, he is the co-organizer of the Italian editions of the workshop "Negotiation for Executives" of the Program on Negotiation (PON Global) at Harvard Law School.

CURRENT ACTIVITIES AND POSITIONS

Mediator of civil and commercial disputes (1998-present)

ADR CENTER, Rome, Italy

- Mediated over 1.200 disputes throughout the Italy and Europe. Disputes have involved a wide variety of legal issues including: distribution, large construction projects, public disputes, banking and financial contracts, subcontracting, breach of licensing agreement, housing and renting, international joint-ventures, inheritance, partnership dissolutions, merger and acquisitions, international business contracts, professional malpractice and insurance coverage.
- Conducted two Partnering Dialogue processes for construction projects of the value in excess of 120 million dollars for NATO basis with more than 20 different military and civil stakeholders with mediation sessions at the beginning of the projects and every six months in order to prevent and solve project disputes. The projects have been completed on time and within budget without any legal disputes presented in arbitration or court.
- Among the most complex mediations administered:
 - a court referral multi-party mediation with 32 different European companies in the automotive sector of the value above 80 million euro;
 - an asbestos related disease case between a multinational and 82 former workers of a production plant;
 - a series of 340 disputes between a municipality and house-owners over property rights of lands and real estates;
 - a dispute over the lease contract of a large real estate complex including an auditorium theatre and restaurants;
 - a judge referral multi-million inheritance litigation among relatives from three different countries;
 - an international licensing agreement for the production of medical devices between an Italian and a French company;
 - a dispute between an intergovernmental organization and a religious entity over the renewal of the lease of its headquarters and some large construction works.

Chief Executive Officer (1998-present)

ADR CENTER, Rome, Italy

Duties:

- Co-founder and CEO of Europe's largest private provider of alternative dispute resolution services (www.adrcenter.it)
- Responsible for the company's national and international development.
- Team Leader and Senior Mediation Expert of several international consulting projects in the field of mediation and alternative dispute resolution (ADR) managed by ADR Center.
- Supervisor of the development of training courses on negotiation and mediation.

Accomplishments:

- Developed the consultancy international division ADR Center for Development (www.adrcenterfordevelopment.com)
- Developed ADR Center Global (www.adrcenterglobal.com), a division specialized in offering and administrating cross-border commercial mediations in the EMEA and Central-Asia region.
- Developed Rome's headquarters and 31 offices in Italy leading to its current recognition as one of Europe's top dispute-resolution services providers; managing several thousand disputes annually with more than 150 mediators.
- Contributed to the development of on-cloud case management software "ODR Center" that has already administered over 15.000 mediation processes and effectively manages all 30 ADR center

offices and facilitates the submission of mediation requests for users and lawyers with the ability to monitor and manage their case and documents throughout the process.

- Chosen by international organizations, including the World Bank, the Inter-American Development Bank, the IFC, and the European Commission, to implement multimillion euro regional projects to foster alternative dispute resolution on four different continents.
- Design and implemented several turn-key mediation centers and court-connected mediation programs for public and private organizations worldwide.
- Trained thousands of mediators and negotiators in Italy and worldwide.

Scientific Expert of the Working Group on Mediation (2017-present)

CEPEJ - Council of Europe's European Commission for the Efficiency of Justice

Duties:

- Member as Scientific Expert of the Working Group on Mediation.

Accomplishments:

- Co-author of the "*Feasibility study regarding a Council of Europe Convention on mediation*" that include: possible content/scope of a new international instrument on mediation; analysis of existing international instruments of CoE, UN, EU, other in the field of mediation; assessment if a new international instrument could ensure adequate quantity of quality mediation in countries potentially implementing the convention or other international instrument; analysis of economical and sociological impact of potential convention or other international instrument (*to be published by end of 2019*).
- Lead author of the report: *The Impact of CEPEJ Guidelines on Civil, Family, Penal and Administrative Mediation* (May 2018). Preparation of the questionnaire for the national correspondents of the 47 Member States represented in the Council of Europe, compilation and analysis of the results and drafting the recommendations and conclusions.
- Contribute to the development of the new "CEPEJ Mediation Development Toolkit" in civil, family, penal and administrative disputes: international standards for mediators, model laws, cooperation programs, new tools (FAQ, judicial referral to mediation, basic mediation training curriculum, guide to mediation for lawyers) and update the CEPEJ/CoE guidelines on mediation.

Member of the Board of Director (2018 – Present)

Weinstein International Foundation – Mediating a Better Future

Duties:

- Member of the Board of Directors of the Weinstein International Foundation, a no-profit organization based in San Francisco dedicated to making mediation available and accessible worldwide.

Accomplishments:

- Assisting the founder Hon. Daniel Weinstein (Ret.) and the other members of the board to plan and implement the strategy of the Foundation.
- Participating at the Senior Fellows Regional Conferences in Rome, Tbilisi and Lima with the aim to advise the Weinstein Fellows to plan their professional career as mediator.

Adjunct Professor

STRAUS INSTITUTE FOR DISPUTE RESOLUTION AT PEPPERDINE UNIVERSITY, Malibu CA-USA (2019-present)

Duties:

- Teaching a 30-hour course (2 credits): Developing the demand and supply sides of mediation market.

Accomplishments:

- Trained graduate students with final exams.

LUISS UNIVERSITY, Rome - Italy (2016-present)

Duties:

- Teaching courses and workshops in Negotiation and Dispute Resolution.

Accomplishments:

- Trained undergraduate and graduate students.
- Co-organizer of the Italian edition of the workshop "Negotiation for Executives" of the Program on Negotiation (PON Global) at Harvard Law School.

SELECTED DISPUTE RESOLUTION CONSULTING ASSIGNMENTS

Baku, Azerbaijan (October 2019-September 2021)

TEAM LEADER for the project "***Strengthening the institutional capacity of the Ministry of Justice of the Republic of Azerbaijan in introducing Alternative Dispute Resolution mechanisms and provision of legal aid services to the population***" managed by a consortium led by Expert Advisors in partnership with ADR Center. This 24-month project - funded by the European Union Delegation in Azerbaijan - aims to assist the Minister of Justice and the main stakeholders to implement the new reform on mediation based on a methodology developed by ADR Center. Activities include: supporting the establishment of the Mediation Council; assist in drafting the relevant bylaws and standards on mediators and mediation centers accreditation scheme, training mediators and relevant stakeholders; training the trainers; establish and running two court-connected mediation projects outside Baku; organize a mediation study tour in two European countries; draft an assessment of state of play of mediation and other ADR in Azerbaijan; design, establishment and monitoring one private mediation pilot Bank Ombudsman; design and running various awareness activities on mediation; enhance capacity of the Regional Justice Departments of the Ministry of Justice.

Chişinău, Moldova (March 2019-January 2021)

SENIOR EXPERT for the project "***Commercial Mediation in Moldova – Phase IV***" funded by the European Bank for Reconstruction and Development (EBRD) and implemented by IDLO in partnership with ADR Center. The principal objective of this project is twofold: a) to assist the Government of Moldova with promoting and facilitating the use of commercial mediation on a national scale; b) to assist the Government of Moldova and existing institutions in the field of arbitration with improving access to arbitration and raising the level of skills relevant for arbitration, with the overall goal of making the use of ADR a business norm in Moldova.

Belgrade, Serbia (October 2018-September 2020)

SENIOR SHORT-TERM EXPERT for the project "***Support the Supreme Court of Cassation***" in Serbia funded by the European Union and led by The British Council. The main activities focus on "Support to the promotion and development of ADR in courts" by: Assessment of ADR legal framework, Development of the White Paper for the ADR legal reform, Development of ADR strategy, Draft/amend the law on mediation together with the by-laws and rulebooks, development of conceptual framework for case management software, further development of ADR curricula and realization of specialization mediation trainings in cooperation with the Judicial Academy and developing a manual for mediation techniques.

Baku, Azerbaijan (February 2018-March 2019)

TEAM LEADER for the project "***Introducing Mediation and Strengthening Legal Profession***". This 13-month project - funded by the World Bank for the Minister of Justice of the Republic of Azerbaijan - aims to design, prepare, implement and evaluate two Pilot Mediation Schemes at the Yasamal

District Court and at the Administrative-Economical Court No. 2 in Baku, develop a list of recommendations to strengthen ADR in Azerbaijan (legislative improvements, capacity building efforts, selection procedures for mediators and trainings programs for mediators and other legal professionals) and draft the new Law on Mediation according to international best-practices and standards.

Rome, Italy / Lahore, Pakistan (December 2018)

LEAD TRAINER for a project sponsored by The Asia Foundation of an advanced course “**Training for Trainers (ToT) on Mediation**” for a group of judges from Pakistan selected by the Sindh Judicial Academy and the Honorable Lahore High Court. The project included several activities like: the design of a customized agenda, pre-assessment of participants, developing of training materials (simulations, video, role-plays, lectures, etc.) delivering of the 5-day training in Rome and individual assessment of participants.

Belgrade, Serbia - EBRD project (August 2016-July 2018)

SENIOR SHORT-TERM EXPERT for the project “**Commercial Mediation in Serbia**” funded by EBRD. Responsible for developing and delivering a mediation Train of Trainers (ToT) workshop for the Chambers of Commerce and Industry in Serbia and the Judicial Academy. An intensive three-day mediation ToT workshop was held resulting in participants learning effective training techniques for the mediation context. Follow-up practice development review sessions will be held for participants several months after the workshop.

Athens, Greece (2016-present)

SENIOR INTERNATIONAL TRAINER AND COORDINATOR for basic and advanced training courses for mediators within the strategic alliance signed between ADR Center and the Athens BAR Association – as Greece’s main bar association - through its Training Center for Mediators AKKED Prometheus. 46 mediation training editions have been held and about 800 mediators have received training under international best practices.

Belgrade, Serbia - EU project (May-December 2017)

SENIOR SHORT-TERM EXPERT for the project “**Judicial Efficiency Project**” in Serbia funded by the European Union and led by The British Council. The main activities focused on the design and implementation of two mediation court-annexed pilots conducted at the Second Basic Court of Belgrade and the Basic Court of Kragujevac, propose a strategic plan to the working group of the Serbian Minister of Justice for the development of a Sustainable ADR System that complies with EU Directives/best practices and recommend an effective mediation legislative reform in Serbia.

Ankara, Turkey (2017)

SENIOR SHORT-TERM EXPERT within the project “**The Development of Mediation Practices in Civil Disputes in Turkey**” co-funded by the Swedish International Development Cooperation Agency (SIDA) and the Republic of Turkey, and implemented by the Council of Europe. The main task assigned was the participation in the working group that reviewed the adoption of the amendments to mediation legislation in the civil, commercial and labor disputes under the “Italian Mediation Model”.

Kabul, Afghanistan (2013-2015)

SENIOR EXPERT for the project **Establishing the Afghanistan Centre for Dispute Resolution**. This 20-month project aimed to establish the country’s first commercial alternative dispute resolution center. The project was about building a mediation center within the Afghanistan Chamber of Commerce and Industries from the ground up. The project involved significant work and discussion with multiple local actors and stakeholders, such as government ministries and the public and private sectors, in order to design a mediation process and a center reflecting both the culture of Afghanistan

and international best practices. The project involved extensive trainings for Afghani mediators and case managers, and workshops for lawyers and judges.

Kabul, Afghanistan (2014-2015)

SENIOR EXPERT for the project **Consumer Protection Analysis and Investigation**. This project aimed to assist the Competition Promotion and Consumer Protection Department (CPCPD) of the Ministry of Commerce and Industry of Afghanistan in creating an effective legal consumer protection framework and in particular a mediation process for consumer disputes while building the capacity of the CPCPD so that it can ensure effective competition in the marketplace and protect consumers.

Bridgetown, Barbados (2009-2010)

SENIOR EXPERT of the project **Alternative Dispute Resolution Project in Barbados**, in the context of the Inter-American Development Bank's Administration of Justice Programme. The project's goal was to design, implement, and run a pilot project in court-annexed ADR, as well as to deliver training sessions on negotiation, mediation, and expert neutral evaluation to local lawyers and business people. "Train the trainers" courses were also offered, along with other measures to ensure sustainability. The project also funded a series of workshops for judges, attorneys and members of civil society organizations, to familiarize these groups with how ADR can serve their goals, to review the success and challenges of cases referred to ADR, and to evaluate the efficiency of the efforts to promote mediation in Barbados.

Lagos, Nigeria (2008-2009)

SENIOR EXPERT of the World Bank-funded project **Expanding Commercial Alternative Dispute Resolution (ADR) Institutions and Mechanisms in Nigeria**. The project provided: (i) a research study to assess the existing ADR environment in Nigeria, and to determine the most appropriate dispute resolution processes; (ii) public awareness activities, such as preparing operational manuals for procedural guidelines and ADR management systems, creating draft laws and amendments, and conducting targeted sensitization programmes; (iii) training for lawyers included: design of training materials and curricula for ADR mechanisms, delivery of initial series of such trainings, and provision of ongoing technical assistance to implement effective ADR institutions; (iv) creation of standards to evaluate the project's outputs and ways to promote long-term sustainability and efficiency.

Ankara, Turkey (2007-2009)

KEY MEDIATION EXPERT within the EU-funded project **Technical Assistance for Better Access to Justice in Turkey**. The project was designed to strengthen the rule of law in Turkey in order to guarantee all citizens access to justice, in line with the EU 'acquis' standard.

Amman, Jordan; Cairo, Egypt (2005-2007)

KEY MEDIATION EXPERT of the EU-funded **Promotion of International Commercial Arbitration and other ADR Techniques in the MEDA Region**. The project was designed to facilitate trade and investment in the Mediterranean region by improving businesses' capacity to prevent and manage international commercial disputes through ADR. Designed and delivered awareness raising workshops and training sessions on mediation in the 10 MEDA countries: Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Syria, Tunisia, Turkey and West Bank & Gaza.

SELECTED PUBLICATIONS

Textbooks

- *L'Accordo Perfetto, Il Metodo per ottenere il massimo in ogni negoziazione*, ROI Edizioni 2018.
- *Il ruolo dell'Avvocato nella Mediazione*, with Giuseppe De Palo and Rachele Gabellini, Giuffrè 2011.
- *Manuale del Mediatore Professionista*, 2nd ed., with Giuseppe De Palo and Dwight Golann, Giuffrè 2010.

- *Manuale del Conciliatore Professionista*, 1st ed., with Giuseppe De Palo and Dwight Golann, Giuffrè 2004.
- *Risoluzione Alternativa delle Controversie Commerciali*, with Giuseppe De Palo, Il Sole 24 Ore 2001.

Research studies and articles (published as author or co-author)

- *The impact of CEPEJ guidelines on civil, family, penal and administrative mediation*, CEPEJ – Council of Europe, May 2018.
- *Italy's 'Required Initial Mediation Session': Bridging The Gap between Mandatory and Voluntary Mediation*, Alternatives to High Cost of Litigation - The Newsletter of the International Institute for Conflict Prevention & Resolution, April 2018.
- *The Italian Mediation Law on Civil and Commercial Disputes*, ADR Center's publication, March 2017.
- *ADR Center Two-Track Methodology in Building an ADR Infrastructure*, ADR Center's publication, February 2017.
- *Achieving a Balanced Relationship between Mediation and Judicial Proceedings*, European Parliament, Directorate General for Internal Policies, 2016
- *Rebooting the Mediation Directive: Assessing the Limited Impact of Its Implementation and Proposing Measures to Increase the Number of Mediations in the EU*, European Parliament, Directorate General for Internal Policies, 2014.
- *Study on the use of Alternative Dispute Resolution for Business to Business disputes in the European Union*, Ecorys and ADR Center for the European Commission - Directorate General for Justice, October 2012
- *Quantifying the Costs of Not Using Mediation – A Data Analysis*, European Parliament, Directorate General for Internal Policies, April 2011.
- *The Cost of Non ADR – Surveying and Showing the Actual Costs of Intra-Community Commercial Litigation*, ADR Center for the Eu, June 2010

EDUCATION

Thunderbird School of Global Management/Arizona State University, Phoenix, USA, 1995
Two-year MBA (Master in Business Administration) with focus on international business

University of Catania, Italy, 1991
Degree in Economics, *maxima cum laude*

Haarlem Business School, Haarlem, The Netherlands, 1989
Erasmus project

ADDITIONAL INFORMATION

Continuing Professional Development (selected)

- Program on Negotiation at Harvard Law School (Cambridge, MN – USA) – “Training of Trainers in Negotiation”, one-week program for trainers on how to teach Negotiation skills to executives (2000); Workshop “Negotiation and Leadership” (2016)
- Mediation Seminars, JAMS, Boston, San Francisco, Los Angeles U.S.A. (1999, 2004, 2006)

Honors and Awards

CPR - International Institute for Conflict Prevention & Resolution (NY, USA) - 29th Annual CPR Institute Award Program - 2011 for Outstanding Practical Achievement in Mediation.

Accreditations

Cialdini Method Certified Trainer (CMCT) trained by Dr. Robert Cialdini to teach his Principles of Persuasion (POP)® Workshop. Only nineteen trainers in the world are endorsed to provide Dr. Cialdini's workshop stressing the ethical applications of the science of influence.