





Cross-Border Family Mediation (CBFM) Training Sunday, 6th – Saturday, 12th October 2024 in Berlin, Germany

About this Training

The MiKK 50-hour advanced CBFM training course aims to qualify practicing family mediators to mediate cross- border family disputes, including international child abduction, access and custody cases. The course will cover the relevant legal aspects of international family conflicts, differences in national family legislation, the 1980 and 1996 Hague Conventions and the Brussels IIb (Recast) Regulation which entered into force in August 2022. Participants will be introduced to the tools and methodologies for mediating complex, high conflict cross-border family disputes, with the aim of safeguarding the best interest of the child.

Key topics featured in this training include: *Framework & Specifics of Mediating International Family Conflicts, Culture and Conflict Resolution, Bi-lingualism & Mediation, Co-mediation, the Voice of the Child in Mediation, Mediation Tools, Dilemmas in Mediation.* Drawing on the participants' experience, we will examine the issues involved when mediating across cultures. The training employs a variety of teaching formats including input lectures, small group work, discussion and film material. **Case studies and role-plays** form an integral part of the course. Interdisciplinary cooperation is a key aspect of the course. A team of international, multi-disciplinary trainers who are experts in their respective fields and have hands-on experience will lead this highly interactive training, aiming to equip international mediators with the required knowledge, skills and tools to mediate complex cross-border family disputes.

MiKK is the leading international training provider in the field of cross-border family mediation, having provided **training in the field for more than 15 years**. The standardized training concept was co-developed in the EU co-financed project *Training in International Family Mediation (TIM)* and MiKK piloted it in 2010. Over the past years MiKK has continually adapted, improved and updated its CBFM training so as to keep abreast of any changes in the mediation landscape, legal developments and so as to incorporate the feedback of international participants. So far, Mediators from over 50 countries have successfully completed the MiKK CBFM training which regularly receives highly positive reviews (see also testimonials on p.2).

We look forward to working with legal, psycho-social, educational and other professionals from a variety of cultural backgrounds and nationalities. Get ready to mediate cross-border family cases!

MiKK Trainings & Workshops

The full 50-hour CBFM Training takes place each year in Berlin in English as well as in German. Internationally, the CBFM is run annually in Japan and in Spain, Madrid (in Spanish). The training has also taken place twice in Singapore. Ongoing Trainings and (free) Webinars are regularly offered to MiKK Mediators as well as monthly (free) Online Intervision. MiKK has conceived and successfully piloted trainings and projects involving MiKK Mediators in related fields (i.e. *LEPCA; AMICABLE; Voice of the Child; Mediation in Muslim Contexts etc.*)co-financed by the EU and the German Ministry of Justice (BMJ). MiKK has run diverse workshops for the Academy of European Law (ERA) and the European Judicial Training Network (EJTN). Since 2004 MiKK has delivered workshops and trainings in 20+ countries.

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Cross Border Family MiKK Mediations

Qualified Mediators with intercultural competence and foreign language skills who successfully complete the 50hour MiKK CBFM training, may join the international MiKK Network of 200+ specialized, multi-lingual family mediators and have their profile featured on the MiKK website www.mikk-ev.org. Currently MiKK Mediators are based in 40+ countries and mediate in 40+ languages. The multilingual (EN, DE, PL, FR, HU, ES, IT) international MiKK Advisory and Pre-mediation Service regularly refers crossborder family cases for mediation to MiKK-listed Mediators. Ongoing Training requirements in the field of mediation, family law and cross-border family mediation apply to MiKK Mediators.

+ 49 (0) 30 74 78 78 79
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MiKK e.V. Fasanenstr. 12 10623 Berlin, Germany

info@mikk-ev.org
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Trainers:

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Core Trainers

- Ischtar Khalaf-Newsome, Family Lawyer, Mediator, Trainer, Head of MiKK Advisory Service & Co-CEO, Germany
- **Christian von Baumbach,** Mediator, Supervisor, Trainer, Germany

Guest Trainers

- o Dr. Lesley Allport, Mediator, Trainer, Supervisor, UK
- **Spiros Livadopoulos,** Lawyer, Mediator, Trainer, Greece
- **Dr. Joanna Guttzeit**, International Hague Liaison Judge, Germany
- Susana Borges Gomes, Child Psychologist, Germany & Portugal
- Konstanze Welz, Cross Cultural Consultant, Mediator, Germany
- **Lisa Parkinson*,** Mediator, Trainer, Author, England (UK)

MiKK Speakers & Support

- Magdalena Jańczuk, Co-CEO, MiKK and Mediator
- **Dr. Blanka Illes,** Marketing Executive & Project Officer, MiKK; Mediator, Lawyer

*to be confirmed



Testimonials: Participants Say... A very well thought-out training programme with a high degree of practical relevance, involving experts who provided in-depth insights into their areas of activity and experience. There was a very good balance between knowledge transfer, dialogue and personal practice.

Kyra Mörchen, Lawyer, Mediator (BAFM & BM), Trainer BAFM, Germany, CBFM 2024

"This training even exceeded my high expectations – excellent trainers and speakers, inspiring group, effective and practical teaching and training methods!" CBFM Participant, 2024

"Thank you very much! An excellent course with very knowledgeable trainers and an amazing opportunity to get to know other family mediators from a huge range of countries, nationalities and different cultural backgrounds." Alison, Lawyer, Mediator, Arbitrator, England, CBFM 2022

"I knew this training had a good reputation and I realize it's because of all practical tools and methods that you learn and can apply directly." CBFM Participant 2021

"Very hands-on and professional training on cross-border family conflict." CBFM Participant, 2018, European Parliament, Brussels

"The skill level, experience and commitment of trainers (and resource persons) to the field was excellent across the board! So well-resourced and delivered in a relaxed and accessible manner. Thank you for your enormous effort!" Allie Malkin, Mediator, Canada/UK, CBFM 2018

"An intensive, compact and content-rich training full of human touch and a top-class (guest) trainer line-up. The practical session with wonderful international participants inspired & strengthened me. Thank you!" CBFM Participant, 2020

"I had a fantastic experience and during the training. I was able to deepen my relevant mediation knowledge and improve my skills. Thanks to the carefully selected lecturers of the highest professional standards, the acquisition of new knowledge was a pleasure in itself. So many eager learners and committed to mediation in one group may be the start of many friendships!" Soma Kölcsényi, Family Lawyer, IAFL Fellow, Mediator, Hungary, CBFM 2021

About MiKK

MiKK is an internationally recognized, independent NGO, which has been providing its expertise to parents and stakeholders in the field of cross-border family mediation and international family mediation training for over **20 years**. MiKK started operating as a project of the Federal Family Mediators Association (BAFM) in 2002 and became an independent NGO in 2008. The multi-lingual (EN, DE, PL, FR, ES, HU, IT) free-of-charge MiKK Advisory Pre-Mediation and Mediation Referral Service has helped and supported 1000s of parents and children from all over the world. MiKK is active in the field of cross-border mediation training, foundation training as well as research and advocacy. MiKK also offers monthly, free-of-charge Online Parent Support Groups "MiPCAS". The organization is consulted by and co-operates with international stakeholders, eg. Central Authorities, Judges, Lawyers, Mediators, the EU Parliament Office of Children's Rights, the Hague Conference on Private International Law (HCCH), the EU Legal Affairs Committee and NGOs. Since 2022 MiKK is co-funded by the EU.

+ 49 (0) 30 74 78 78 79
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info@mikk-ev.org







Programme / Overview

SUNDAY, 6 th Octob	per 2024
9.30 – 18.30	 Mediating Across Cultures & Models of International Family Mediation Ischtar Khalaf-Newsome, Christian von Baumbach Introductions – expectations – programme Mediating across cultures and national family law Models and styles of mediation Framework and specifics of mediating Hague Convention cases I Film Konstanze Welz A Personal Story
Eve	ning Dinner at restaurant with all participants & trainers at own expense
MONDAY, 7 th Octo	ber 2024
9.00 - 18.30	 Framework and Specifics of Mediating Hague Convention Cases Ischtar Khalaf-Newsome, Christian von Baumbach Framework and Specifics of Mediating Hague Convention Cases II The Changing Face of Families in a Globalized World Guidelines for Preparing Co-mediation Introduction to the Case Study: Role Play stage I & 2 "Setting the Stage & the Agenda" Tools and Methodologies I Model of Mediating High Conflict / Child Abduction Cases
TUESDAY, 8 th Octo	ber 2024
9.00 – 13.00	Legal Module Ischtar Khalaf-Newsome International Legal Instruments in Matters of Parental Responsibility 1980 and 1996 Hague Conventions Brussels IIa Regulation & the New Brussels IIb (Recast) Regulation National Family Law Mediation Law & EU guidelines & European Code of Conduct for Mediators The Memorandum of Understanding (MOU)
14.00 - 16.00	 Introducing Mediation in The Courtroom from a Judge's Perspective: Judge Dr. Joanna Guttzeit MiKK Mediators in the Courtroom (MIC) How Liaison Judges Can Actively Support the Implementation of Mediation Agreements Making the Memorandum of Understanding Legally Binding Working With Mirror Orders and Safe Harbour Orders Hague Convention Liaison Judges Network
16.00– 18.30	Role-play Stage 3 – the "Heart of the Mediation" Ischtar Khalaf-Newsome Tools and Methodologies II Role Play Mid-Seminar Evaluation
WEDNESDAY, 9 th C	October 2024 Lecture Free Day • Networking Day • Berlin Walking Tour (optional) • 3-hour Berlin Historic City Walking Tour – Participation free of charge

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THURSDAY, 10 th Octob	er 2024
9.00 – 18.30	 The Voice of the Child in Mediation Dr. Lesley Allport, Susana Borges Gomes, Ischtar Khalaf-Newsome Focusing on "the Best Interests of the Child" in Mediation Engaging With Children in Mediation (Age-Appropriate Interview Techniques & Tools) Role Play Session III: "The Voice of the Child" Role Play Session IV: "Developing & Reviewing Options in the best interest of the child
FRIDAY, 11 th October 2	2024
9.00 – 13.30	 Bi-lingualism and Culture in Mediation Ischtar Khalaf-Newsome Handling Bilingualism in Mediations: Models and Options Communicating & Mediating Across Cultures Role Play Session V: "Working with Turning Points & Mediating Dilemma Situations"
14.30 – 17.00	Dilemmas in Mediation Spiros Livadopoulos, Ischtar Khalaf-Newsome Dilemma Situations Conflict Escalation Model Role Play Session VI in Groups: "Working Towards Agreement"
17.15- 18.30	Lisa Parkinson (by Zoom) Parental Alienation
SATURDAY, 12 th Octob	er 2024
9.30 - 16.00	Aspects of Cross-cultural Communication • Drafting the MOU Ischtar Khalaf-Newsome, Spiros Livadopoulos • Aspects of Cross-cultural Communication & Dispute Resolution • Online Mediation 101 • Role Play Session VII: "Drawing up a Memorandum of Understanding" • Cooperation, Training, Networking with Other Professionals • Discussion – Feedback - Evaluation - Certificates Magdalana Jaászuk, Planka Illos
	 Magdalena Jańczuk, Blanka Illes The MiKK Network
16.00	Closing
	Registration fees
	Full Fee: 1,900 Early Bird Discount: EUR 1,750 (Registrations before <u>30th April 2024</u>) Eligible Country Fee*: EUR 1,300
	lies for participants from eligible countries. Please refer to attached list or contact MiKK.
<u>selected</u> EU courseThe training is all	is a small number of free-of-charge, fully EU co-funded places available for qualified mediators from ntries (see form below). If you are interested, please complete the form & return it to MiKK. so offered in German and is recognized for "Bildungsurlaub" (Educational Leave Applications) in Federal states. Please contact the MiKK Office for more information.
Training Ve	nue: innenmehr, Am Tempelhofer Berg 7d, 10965 Berlin, GERMANY
Plea	se contact the MiKK office at <u>training@mikk-ev.org</u> if you require more information.
a + 49 (0) 30 74 78 78 79	MiKK e.V. @ info@mikk-ev.org Co-funded by

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the European Union



Information on the Trainers

Core Trainers



Ischtar Khalaf-Newsome is Head of Advisory Services and Co-CEO of MiKK e.V. - *International Mediation Centre for Family Conflict and Child Abduction* in Berlin. She is a cross-border family mediator (CBFM), family lawyer and trainer. Prior to joining MiKK in 2014 she practiced family law with London law firm *Dawson* Cornwell, specializing in international family law and child abduction cases. Before then, Ischtar was a case manager at the child abduction NGO *Reunite* International in London. She completed her Legal Studies at BPP University Law School, London. She holds a Master's Degree (MA) in Near and Middle Eastern Studies, Arabic and Islamic Law (SOAS, University of London) and an MA in German, English & Teacher Training from the Freie Universität (FU, Berlin). Ischtar qualified as a mediator with the Family Mediators Association (FMA, London) and with

Inmedio (Multi-Track Peace Mediation, Berlin). She trained in Child Inclusive Mediation (FMA). She is a CBFM Core Trainer for MiKK (Berlin, Singapore) and has conceived and provided diverse workshops/trainings in this field (i.e. for Academy of European Law, ERA, the European Judicial Training Network, EJTN). She has co-developed and implemented EU co-financed projects for MiKK (AMICABLE, LEPCA II, Voice) and projects co-financed by the German Ministry of Justice (BMJ). She sat on an Expert Panel and presented at the EU Parliament, Legal Affairs Committee, and at the Malta Working Group of the Hague Conference on Private International Law (HCCH). Ischtar is Co-editor of *Cross-border Family Mediation. International Parental Child Abduction, Custody and Access Cases* (Paul, Kiesewetter, Khalaf-Newsome; 3rd updated and expanded edition, Wolfgang Metzner Publishing, Oct. 2023) in which she co-wrote the chapter on Mediation in Non-Hague Muslim countries and on CBFM Training. She is the author of the chapter on cross-border family mediation in *Research Handbook on International Child Abduction. 1980 Hague Convention. Edward Elgar Family Law Series.* (Freeman & Taylor eds., Edward Elgar Publishing, June 2023) and has published articles in various journals, such as *The Family Law Journal, Spektrum der Mediation* and *Die (Wirtschafts)Mediation*. Contact: ischtar.newsome@mikk-ev.org

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Christian von Baumbach is a mediator (BM, BAFM, SIMI), supervisor and trainer. He specialized in Intercultural Mediation and Cross-Border Family Mediation and has conducted various CBFM trainings and workshops for MiKK in Berlin, Vilnius and at the University of Osaka. Christian is also a lecturer for mediation and intercultural communication at Potsdam University, Heidelberg University and Euro-FH. Christian studied Japanese regional studies in Bonn and worked for six years in Japan as a translator and employee in a large Japanese company. He is MiKK Ambassador for Japan and panel mediator at the Japan International Mediation Center (JIMC Kyoto). <u>https://baumbachmediation.com</u>

Guest Trainers



Dr. Lesley Allport has a long career in mediation spanning the last 26 years. Working initially as a family mediator in the 1980's, she has been involved in developing new areas of practice, particularly in the context of Special Educational Needs and Disability Conciliation. She mediates in workplace disputes, has experience in community mediation and is trained to mediate in cross border family disputes and parental child abduction cases. Lesley began training mediators 18 years ago. She delivers foundation courses in several contexts as well as training for supervisors and mediators working directly with children and general continuing professional development. She has a keen interest in developing professional standards. She is a Board member of the College of Mediators and currently chairs the Professional Standards Committee. She also sits on the editorial board of the new College journal "Mediation: Theory and Practice". Lesley also has an academic interest in mediation. In 2005, she completed a European Master's Degree in Mediation,

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 ${\mathscr Y}$ info@mikk-ev.org

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as part of which she developed a model of supervision specific to mediation. In 2016, she successfully completed her Ph.D. at the Birmingham Law School where she was examining the comparative growth of mediation, identifying similarities and differences of practice across a number of contexts of mediation delivery. Contact: lesley.allport@ladr.net



Dr Joanna Guttzeit, a judge, graduated from the Law Faculty of the European University Viadrina in Frankfurt (Oder), Germany and from the Adam-Mickiewicz-University in Poznań, Poland. She received her Phd in Law from the Karl-Ruprecht-University in Heidelberg in Germany. After working as a judge in Cologne for several years, she was seconded 2015-2017 to the European Court of Human Rights in Strasbourg. Currently, Dr Guttzeit works at the Pankow/Weißensee Family Court in Berlin, where she is in charge of proceedings involving international cases (child abduction, maintenance etc). She is also a liaison judge within the International Hague Network of Judges and the European Judicial Network in Civil and Commercial Matters



Spiros Livadopoulos is a lawyer with seventeen years' experience providing consulting and litigation services to individuals and organizations in civil, commercial and family law matters. Accredited by the Centre for Effective Dispute Resolution (CEDR) in the UK and the Greek Ministry of Justice, with extensive experience in the field of mediation, negotiation and conflict resolution in Greece and abroad. He is working also in the field of family mediation mostly on cross border cases. He has been further trained and certified in International Family Mediation by the EU TIM project. As trainer he regularly trains mediators at Piraeus Mediation Center (Greece). He has also offered workshops in International Family Mediation organized by the European Law Academy ERA to lawyers and judges. He is a Rotary Peace Fellow 2017 and he is certified in Peace Building and Conflict Resolution. Contact: <u>slivadopoulos@gmail.com</u>



Susana Borges Gomes studied educational sciences and media studies in Freiburg. Subsequently she trained as a child and adolescent psychotherapist at the Academy for Psychotherapy and Intervention Research at the University of Potsdam. From 2011 to 2018, she worked at the Mental Health Clinic | St. Joseph Hospital with a focus on attachment and developmental disorders. Since 2018 she has been working in an outpatient psychotherapeutic practice. In addition, she has been working as a lecturer at the psychotherapeutic training institute AVM since 2021. Contact: <u>Susana-gomes@web.de</u>

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Konstanze Welz - Building bridges between different cultures has always been at the heart of my work. For almost two decades - as a project manager in the German film industry - I have been traveling between Germany and Asia to bring together creative talent and economic forces from these parts of the world. Born into a German - Indian family and brought up in Germany, India and the US, I learned to navigate different cultures at an early age. In 2018, I started my own business as a cross cultural consultant. I wanted to combine my professional intercultural expertise with my very personal experience to support individuals and families struggling with cultural differences. When I learned about MiKK, I knew that my work had become even more personal. I had been abducted to India as a toddler and returned to Germany more than two years later. I experienced all the emotional pain this causes for a child and the whole family. I now work as a MiKK mediator and am currently training to become a trauma recovery coach. Contact: welz@crossculturalconsult.de

+ 49 (0) 30 74 78 78 79
+ 49 (0) 151 669 688 29

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info@mikk-ev.orgwww.mikk-ev.org







Lisa Parkinson is an accredited family mediator (now retired from practice) and trainer in the UK, involved in developing mediation since the late 70s with a focus on helping families to manage change, rather than adult-only negotiations. She is a co-founder and vice-president of the Family Mediators Association, a founder member of World Mediation Forum, (inaugurated Madrid,1995), a member of the Hague Conference Group of Experts on the Guide to Good Practice in International Family Mediation (July 2012) and an honorary member of the Association of Family Mediators of Ukraine. Lisa has given mediation training in countries, including North and South America, the French Antilles, Morocco, Scandinavia, South Africa, Turkey and Kazakhstan. The 4th edition of her book, *Family Mediation (Lexis Nexis, 2020)*, was published in 2020 and her latest book *Conversations with Young*

People in Family Mediation (Bloomsbury, 2024) was published in February 2024.

MiKK Speakers



Magdalena Jańczuk is Co-CEO of MiKK e.V. International Mediation Centre for Family Conflict and Child Abduction. Trained as a mediator and cross-border mediator, she graduated in administration from the Faculty of Administration and Social Sciences at the Warsaw University of Technology (MA). During her studies she focused on EU funded projects and Polish-German cooperation, international organisational arrangements in small and medium-sized enterprises. She also took part in a student exchange within the ERASMUS program at the European University Viadrina in Frankfurt (Oder). She has been working at MiKK since 2014, where she was firstly an advisor, executive assistant and assistant to the board of directors, and since 2019 as co-managing director is responsible for

the financial and organizational aspects of the association's work as well as for human resources. She has been involved in several EU projects implemented by MiKK at different stages, from planning to implementation (LEPCA II, iCare), as well as being largely responsible for the planning and preparation of the financial plan and implementation of the EU project AMICABLE developed by MiKK, which involved project partners from four EU countries. In addition, she advises parents who contact MiKK on cross-border mediation in their mother tongue Polish, as well as German and English. For many years, she has been active in deepening the bi-national Polish- German mediation project MiKK, including organising the 2017 Polish-German Mediation Symposium in Warsaw, which was fully funded by the Federal Ministry of Justice and the Polish Ministry of Justice. She gives lectures and workshops as part of various Polish-German projects as well as at national and international mediation conferences. Contact: magdalena.janczuk@mikk-ev.org



Dr Blanka Illes is Marketing Executive and Project Officer of MiKK e.V. International Mediation Centre for Family Conflict and Child Abduction. Her journey in the field of international family law disputes has been diverse. In 2001, she earned her cum laude certificate in legal studies from Eötvös Loránd University's Faculty of Law in Budapest, Hungary. She began her career working with the esteemed organization Mayer & Co. Law Firm as an attorney. In 2005, she ventured into private practice, establishing her own legal firm with a primary focus on assisting clients in international family law and inheritance matters. She has enhanced her expertise by learning mediation and alternative dispute resolutions at ESSEC Business School in France, training as a mediator at the Central European Mediation Institute, and undergoing training as a Cross-border Family Mediator

at MiKK. She has been actively involved in various leadership roles within the legal community, served as the President of the Pan-European Jurist Union's Family Law Division, followed by her tenure as the representative of Family Law Europe, she has had the honour of serving as the Vice President of the Central European Mediation Institute, and in 2021, she became a founding partner of AdvoAlliance Group. Her commitment to the field extends to sharing knowledge and insights. She has authored numerous legal publications and has been a frequent lecturer at family law conferences. She was a regular guest on television news programs and gave interviews to newspapers. She has been called upon to act as an expert witness on Hungarian family law issues in courts in the UK and USA. In recognition of her contributions, she was named one of Hungary's top 100 lawyers in 2016. Contact: <u>blanka.illes@mikk-ev.org</u>

+ 49 (0) 30 74 78 78 79
+ 49 (0) 151 669 688 29

MiKK e.V. Fasanenstr. 12 10623 Berlin, Germany

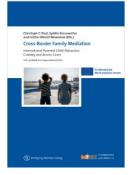
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Suggestions for Reading

NEW!!



Cross-Border Family Mediation. International Parental Child Abduction, Custody and Access Cases.

Christoph C. Paul, Sybille Kiesewetter, Ischtar Khalaf-Newsome (eds.). 2023, Frankfurt/Main: Wolfgang Metzner Verlag.

New **3**rd **updated and expanded edition** with additional authors, topics and chapters. The only authoritative and comprehensive publication on this topic! **Also available as an** <u>e-book</u>

https://www.vfst.de/fachliteratur/produkte/cross-border-family-mediation-broschiert

Allport, Lesley. The Voice of the Child in International Family Mediation. In: Roberts, M. & Moscati, M. (Eds.) Family Mediation: Contemporary Issues. 2020, Haywards Heath: Bloomsbury Professional.

EU Parliament. IPOL Policy Department for Citizens' Rights and Constitutional Affairs: Indepth Analysis – 40 years of the Hague Convention on child abduction: legal and societal changes in the rights of a child, November 2020; p.1-20, PDF ISBN 978-92-846-7452-7;

https://www.europarl.europa.eu/RegData/etudes/IDAN/2020/660559/IPOL_IDA(2020)660559_EN.pdf

Freeman, Marilyn. Parental Child Abduction: The Long-Term Effects. 2014 http://www.famlawandpractice.com/researchers/longtermeffects.pdf

Hague Conference on Private International Law (HCCH): Guide to Good Practice Mediation under the Hague Convention of 25 October 1980 on the Civil Aspects of International Child Abduction. 2012 http://www.hcch.net/upload/guide28mediation_en.pdf

Khalaf-Newsome, Ischtar. Cross-border family mediation in parental child abduction cases. In: Marilyn Freeman & Nicola Taylor (eds.), *Research Handbook on International Child Abduction, Chapter 24*, 2023, Edward Elgar Publishing. Abstract: <u>https://www.elgaronline.com/edcollchap/book/9781800372511/book-part-9781800372511-39.xml</u>

Keshavjee, Mohamed. Islam Sharia and ADR – Mechanisms for Legal Redress in the Muslim Community. 2013, I.B.Tauris & Co Ltd.

Parkinson, Lisa. Conversations with Young People in Family Mediation. 2024, Bloomsbury Professional. <u>https://www.bloomsburyprofessional.com/uk/conversations-with-young-people-in--family-mediation-9781526529596/</u>

Parkinson, Lisa. Family Mediation – Appropriate Dispute Resolution in a New Family Justice System. 4th ed, 2020, Lexis Nexis.

Paul, Christoph C. & Walker, Jamie. "An International Mediation: From Child Abduction to Property Distribution". In: American Journal of Family Law 3/2009, p. 167-173

Paul, Christoph C. "The Role of Family Mediation in Matters of Parental Responsibility". In: Recasting the Brussels IIa Regulation Workshop (2016) Directorate-General for Internal Policies, Policy Department C, Citizens' Rights and Constitutional Affairs, Compilation of Briefings for the JURI Committee. https://www.europarl.europa.eu/RegData/etudes/STUD/2016/571383/IPOL_STU(2016)571383_EN.pdf

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