



Merrick Hoben

Director, Washington Office | Corporate-Community Engagement Practice Lead

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PROFESSIONAL SUMMARY

I am a seasoned professional with 22 year of experience in the art and practice of addressing conflict in ways that augment dignity and practical problem-solving. Fundamental to this work is helping parties acknowledge respective needs and differences, creating spaces of shared agency in decision-making, building reciprocity, and ensuring clarity on the path forward that improves both outcomes and relationships. Unique exposure across wide technical, political, and cultural perspectives guides my adaptive approach.

I specialize in the extractive, agricultural / natural resource, and climate sector in rural and urban contexts and am fluent in Spanish.

EXPERIENCE

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| 1999-Present | Consensus Building Institute
<i>Principal, Corporate-Community Engagement Practice Area</i>
<i>Director, Washington D.C. Regional Office</i>
Facilitator, trainer, and researcher for non-profit dispute resolution organization. Facilitate negotiations among government, business and civil society stakeholders on resource conflict, environmental protection, and social performance. Design and teach training courses on negotiation, mediation and consensus building for public, non-profit and private sector organizations. | Washington, D.C. |
| 1998-1999 | University of Michigan Challenge Program
<i>Facilitator and Trainer</i>
Facilitator and trainer for experiential team-leadership program with the University of Michigan. | Ann Arbor, MI |
| 1995-1996 | DEPPAT Environmental Planning
<i>Field Assessor and Translator</i>
Field Assessor and translator for environmental and physical planning. | San Jose, Costa Rica |

EDUCATION

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| 1999 | University of Michigan
<i>MS Natural Resource Policy and Behavior</i> | Ann Arbor, MI |
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Thesis in Public Policy Dispute Resolution

1992

University of Vermont
BS Environmental Science

Burlington, VT

MEMBERSHIPS

U.S. Institute for Environmental Conflict Resolution
Senior Mediator, Roster of Conflict Resolution Professionals

Lincoln Institute of Land Policy
Senior Course Faculty

Association for Conflict Resolution
International Sector Committee Member

MIT-Harvard Public Disputes Program
Practitioner Associate

SELECTED PROJECTS

Organizational Assessment, Training and Strategic Planning

Lundin Mining Multi Stakeholder Dialogue Training, 2022. Co-designing and co-leading a training for Lundin Mining around multi-stakeholder dialogue. The company has operations or projects in Chile, Argentina, Brazil, Portugal, Sweden and the US, among other areas.

Climate Land Use Alliance Retreats, 2018 – 2022. Co-facilitator for 2-4 day twice annual retreats of the Climate Land Use Alliance (CLUA), a collaborative of foundations seeking to promote viable solutions and mobilize greater funding to conserve forests and more sustainable use land as an essential part of the global response to climate change.

Amazon Conservation Team Strategic Planning and Program Alignment. 2018-ongoing. Lead facilitator for strategic planning and cross office programmatic alignment (Colombia, Suriname, Brazil, US, Europe) to advance ethno-conservation strategies in collaboration with forest communities and Indigenous Peoples

Darn Tough Sock Company, Vermont. 2021-ongoing. Facilitating internal staff alignment on company sustainability strategy.

Facilitation training for Shift Project, 2019. Co-designer and co-trainer for the staff of the Shift Project, a non-profit firm supporting businesses to comply with the UN Guiding Principles on Business and Human Rights. Conducted a one-day face-to-face training followed by two virtual training sessions, all interactive and tailored to the specific facilitation challenges faced by Shift staff.

Hispanic Access Foundation Strategic Planning, 2017. Assessment, design and support of HAPs strategic planning, organizational reset, and overall team support.

American Academy of Pediatrics; Pediatric Academic Societies Meeting Strategic Planning, 2016-2017. Organizational Assessment and strategic planning efforts aimed at enhancing focus and performance of the US leading pediatric and child health research international event.

Niger Delta Partnership Initiative (NDPI) – Participatory Strategic Review (PSR), 2014. Designed and led an inclusive 7-month strategic planning process, based on participatory data collection, analysis, and recommendations development for NDPI next 5 years of operations. Documented both results and PSR best practice steps public use.

IDB Advanced Negotiation and conflict Management Workshop Design & Delivery, 2013-2015. Partnered with the Inter-American Development Bank to deliver annual 3-day workshops on negotiation and conflict management skills with post-analysis of preparation steps, delivery and take-aways.

Inter-American Development Bank, assessment, training and capacity building for Grievance Mechanism (MICI), 2010-2011. Assessment, facilitation and training for the IADB's newly revised public grievance mechanism (MICI) and team to increase capacity for case intake, effective management, and resolution of stakeholder (complainant) concerns.

Advanced Mediation Training for the National Peruvian Ombudsman Office (Defensoría del Pueblo) & National Water Authority, 2012-2013. Design and delivery of advanced multi-party facilitation and mediation training in Spanish for the Peruvian National Ombudsman office working in Peru's 24 provinces to mitigate social conflict in the land use, energy, and extractive sector; advanced training in consensus building on water issues for Peruvian National Water Authority.

Social Performance in the Community Training; Shell Royal Dutch Petroleum, 2011-present. Project lead for development and delivery of custom training in Social Performance and community engagement strategy and grievance management for community relations staff at Shell Royal Dutch Petroleum for global projects and assets. Tailored training delivered to projects and assets in Ireland, Canada, Dubai, Qatar, and Jordan, Ukraine, Philippines. Development of online facilitated course work in Social Performance for roll-out, 2014.

OECD National Contact Points Mediation Training, 2012-present. Assisted, through training, workshops and the development of a manual, the National Contact Points (NCPs) responsible for managing complaints brought in relation to the OECD Guidelines for Multinational Enterprises, a set of environmental, social and human rights good practice standards. Currently mediating a case brought to the US NCP.

WWF Forest Carbon and Climate Program Alignment Building, 2009-2012. Facilitation of program capacity building and global alignment on implementation of WWF's Forest Carbon and Climate Program through regional meetings (e.g. Vietnam, Germany, Peru, US) and planning processes.

Chevron (Richmond, CA) Community Engagement Evaluation, 2008-2009, 2011-2012. Lead facilitator assessing community stakeholders viewpoints regarding Chevron's refinery operations in Richmond, CA. Provided coaching and advice to Chevron's community engagement staff on effective strategies for re-building the relationship between Chevron and community stakeholders.

Advanced Mediation Training for SE Asia Mediators; Center for Forest & Peoples (RECOFTC), 2011. Designed and led a 5-day Advanced training in mediation and consensus building skills for mediators operating throughout SE Asia (Indonesia, Cambodia, Thailand, Malaysia, Vietnam, Laos) focused on Forest Conflict in order to build regional conflict management capacity.

WWF Communications Program, 2010-2011. Assessment and internal alignment building for the WWF Communications Team to build capacity for supporting and leading programmatic alignment and conflict resolution across programs.

Walton Family Foundation Gulf of California Sustainable Fisheries Criteria Setting, 2011-2013. Facilitator for the convening of NW Mexico NGOs and US-based organizations working on sustainable fisheries to align on how to use environmental and social criteria to promote Gulf of California and Baja seafood to domestic and international buyers as a “sustainable” option.

Capacity Building for Center for Conciliation and Arbitration, Catholic Pontifical University, Lima, Peru, 2002-2011 (Periodic). Designed and presented capacity building training courses on negotiation and consensus building for sustainable development in the extractive industry sector. Course work and consultation provided annually for the Center and additional mining industry clients.

Packard Foundation Marine Protected Area Assessment and Planning, 2005. Lead assessor of a multi-party process to improve Marine Protected Areas management, coordination, and planning in the Pacific Baja Region of Mexico among key conservation stakeholders. Assisted in a plan to help Packard and multiple conservation organizations improve communication and coordination of conservation activities regarding MPAs in the Gulf of California.

International Finance Corporation Safeguards and Disclosure Policy Development, 2004-2005. Facilitator for global multi-stakeholder consultation process on development of new IFC social and environmental performance standards, internal policy development workshops, and design and delivery of staff training for over 400 IFC staff in Washington and worldwide. IFC has now established policies and performance standards as leading global standards for environmentally socially responsible project finance.

World Bank Forest Policy Evaluation Workshop, 1999-2000. Advised on agenda development, participation guidelines and ground rules; facilitation of 2-day workshop; and drafted post-workshop report for review of World Bank’s Evaluation of its forest policy. Issues included balance among environmental, economic and social goals in current policy, and impacts of policy implementation in over 100 countries worldwide. Participants included World Bank staff, donor and borrower governments, forest conservation advocacy groups, commercial timber companies and forest researchers. Participants reached consensus on numerous strengths and weaknesses of the Evaluation report, and on recommendations for further action by the World Bank and other stakeholders.

[International Facilitation and Consensus Building](#)

IFC Capacity Building in Responsive Stakeholder Engagement. 2018-ongoing. Lead trainer and facilitator for IFC investment team training in responsive stakeholder engagement on complex international investment projects, implementing the AARC framework.

European Investment Bank (EIB) / FMO Mediation Training. 2020-ongoing. Multi-actor engagement and mediation training on complex investment projects.

Collective Impact & Trust Building Initiative, Cesar Region, Colombia. 2016-2021 (ongoing)

Co-design and facilitation (with CREER, Regional Human Rights Business and Development NGO) of a multi-actor trust building effort among co-located coal mines, impacted communities, and government, including an original documentary film-making endeavor intended to help stakeholders co-create the path ahead.

IDB Office of Mediation. 2018-ongoing. Senior mediator on retainer on for addressing internal staff and office disputes.

Alliance for Climate Action Foundation Meeting, 2018-2021. collaborative design and facilitative support with WWF to develop a joint strategy for the “Alliances for Climate Action”, discuss among partners the initiative’s goals and overarching strategy, clarify opportunities for collaboration around the world based on respective assets, and articulate 2018 work plans in a subset of countries and internationally.

Sayaxche, Peten Guatemala Palm Oil Supply Chain Sustainability, 2016-present. Design and mediation of multi-stakeholder supply chain sustainability initiatives for the Guatemalan Palm oil sector, international traders and concerned stakeholders.

Dinant Palm Oil Conflict, 2014-2016. Assessed, designed and currently leading an integrated dispute resolution approach and facilitation that addresses core human rights, land and development conflict in the agrarian Bajo Aguan Region.

IFC CAO Senior Mediation Consultant, 2013-present. Case intake and management for IFC CAO dispute resolution function. Mediator guidance, support and coaching, Mongolia, Oyu Tolgoi and other cases. WWF Alignment Building on Internal GMO Policy, 2011-2012. Lead facilitator / mediator among WWF global offices in the revision of internal policy regarding appropriate intersection of GMOs and achieving organizational conservation goals.

WWF Conference Dialogue on Wildlife Crime & Illegal Animal Trade, 2012. Lead designer and facilitator for global expert conference on techniques. Strategies and technology for stopping the illegal killing and trade of wildlife and its connection to syndicated crime and corruption.

WWF Global Forest and Trade and Network Consultation, 2008-present. Lead facilitator for strategic stakeholder consultation regarding GFTN procedures and participation standards at regional meetings held in Panama, Vietnam, and Germany. Annual strategic planning assistance for GFTN shareholders group and program leadership coaching.

WWF Global Commodity Standard-Setting Dialogues Facilitation and Planning, 2008-present. Lead facilitator and mediator for several global, multi-stakeholder (multi-year) dialogues aimed and developing consensus based environmental and social standards and certification systems. Commodities include shrimp, salmon, tilapia, mollusks, beef, palm oil, fresh water, row crops, and others.

GMOU Participatory Stakeholder Evaluation, Nigeria, 2008, 2011. Lead facilitator for 2008 Chevron Participatory Evaluation Process to jointly evaluate the effectiveness and potential for improvement of development and dispute resolution agreements with communities impacted by oil extraction in

Nigeria. Dialogues involve over 70 major stakeholders from Niger Delta-region communities, government NGOs, and private sector interests. Consultation on 2011 evaluation and renegotiation process.

Stakeholder Assessment and Facilitation of a Hydro Power Project for the Compliance Advisor Ombudsman Office, 2006-2007. Lead facilitator for stakeholder assessment, process design, and capacity building to resolve community and corporate conflict over potential environmental and social impacts of the IFC-sponsored Allain-Duhangan Hydro-electric power project, Manali, India.

Stakeholder Assessment and Facilitation for International Finance Corporation Uruguay Proposed Pulp Mills Projects, 2005-2006. Lead facilitator for stakeholder assessment as part of IFC's investment review process for two proposed pulp mills on the border of Uruguay and Argentina in order to 1) inform the IFC and other stakeholders about the range and depth of stakeholder concerns and perceptions regarding the mills; and 2) recommend potential ways to engage stakeholders in a dialogue and a review of the draft Cumulative Impact Study. The assessment process included more than 80 interviews with a diverse range of stakeholders. CBI subsequently assisted the IFC in the planning and facilitation of a series of public meetings in January-February 2006 to provide a summary of the draft CIS; allow stakeholder and public questions and comments; and gather additional information on impacts for consideration by an independent expert panel.

University of the Middle East, Facilitation, 2004. Facilitated discussion and planning with 100 gifted high school and university teachers from 13 countries throughout the Middle East and North Africa to develop curriculum priorities and cooperative networks for building peace studies in their regions. Facilitation held in Toledo, Spain. Joint Environmental Mediation Program, Jerusalem, Israel, 2002-2004. Co-instructor for 3-year joint training initiative in techniques of environmental conflict resolution for professional Israelis and Palestinians. Provide structured mediation guidance for intervention in ongoing natural resource and development disputes in the region.

Yanacocha Gold Mine, Cajamarca, Peru, 2002-2004. Conducted multiple dispute resolution capacity building training, assessment, and consultations in the Andean region of Peru for Yanacocha Gold Mining Corporation and affected communities. Work focused on sustainable development in the extractive industry sector and conflict management between mining operations and affected communities delivered in Spanish.

Tzalmon National Park Mediation, 2000-2004. Lead advisor and team coordinator for the first successful assessment and mediation of a natural resource dispute in Israel -- convened in the Tzalmon National Park, Galilee, northern Israel. Issues included the development of a park plan, residential land in-holdings, and economic and environmental development of the region. Participants included the National Parks Authority, NGOs, and residents.

Bedouin Conflict Assessment Team Training, 2003. Co-instructor for Bedouin-Israeli assessment team that plans to conduct interviews for a major conflict assessment process (first stage of multi-year mediation process) surveying the dynamics of the land and associated disputes between the Bedouin population of southern Negev Desert and Israeli Authorities.

Multi-Actor Alignment & Consensus Building in the United States

Hawaiian Island Agricultural Partnership, Hamakua Institute. 2021-ongoing. Strategic facilitation and alignment building across Hawaiian island agriculture entities and farmers to drive development of regional sustainable agriculture practices and markets.

Honor the Harvest, USFRA Virtual Summit - September 2021, ongoing -- CBI (and its technical partner ACM) co-designed and delivered the 2021 Honor the Harvest Forum, a nationwide effort building on the Decade of Ag movement to catalyze the Ag sector toward climate change adaptation at scale. Together CBI and ACM threaded expertise in facilitation, collaborative design, and event production - bringing together an interactive online and action-centered experience for farmers, ranchers and value chain leaders.

Forest Stewardship Council Controlled Wood National Consultation. 2018 / 2022. Lead facilitator for design and management of a national consultation on FSC Controlled Sustainable Wood product standard to enhance conservation and quality goals.

Lincoln Institute for Land Use Policy: Resolving Land Use Disputes Training Program, 2001-present. Lead instructor for Resolving Land Use Disputes Introductory and Advanced course curriculum delivered nationwide each year. The Program, developed and delivered in sponsorship with Lincoln Institute of Land Policy is aimed at strengthening the multi-party negotiation, mediation, and facilitation skills of land use officials, concerned citizens and developers.

Audubon Society Annual Strategic Meeting of National Offices, 2010. Lead facilitator for building consensus among Audubon's 42 national offices on strategic priorities and goals for 2010-2011.

EPA Air Toxics Community Leadership Training, 2005-2007. Facilitation and consensus building training of numerous communities attempted to accelerate the reduction of air toxics at the local scale. Focus areas include elimination of asthma causing agents in public schools and radon reduction in residences and businesses. Programs are active in numerous states including Colorado, California, Oregon, Connecticut and Massachusetts.

Washington DC Baseball Stadium Siting, 2005. Co-facilitator in the community engagement process for the siting of the Washington Nationals Baseball Stadium.

Housing Voucher Summit, 2005. Co-facilitator for U.S. national policy dialogue on the future of the primary Federal program subsidizing the cost of private rental housing for approximately 2 million households, with an annual budget of approximately \$13 billion. Summit was being convened by the National Low Income Housing Coalition, and involved 60-70 Federal, state and local government officials, housing finance and public housing agency executives, advocates for low-income households, and participants in the rental voucher program. George Washington University Stakeholder Assessment, 2004-2005. Mediator for land use conflict between George Washington University and surrounding communities regarding campus expansion. Conducted full stakeholder assessment and facilitation of multi-stakeholder meetings.

Route 22 Conflict Assessment, 2003. Lead Assessor for assessment of issues surrounding the proposed expansion of a three-mile section of New York State Highway. Assessment involved six municipalities, agencies, and citizens in conflict over road expansion and its impact on regional water quality, natural resources, economic and transportation sustainability.

National Public Housing Assessment Policy Dialogue, 2001-2002. Co-facilitator for national policy dialogue convened by U.S. Department of Housing and Urban Development (HUD) on public housing assessment. Issues included legal basis for assessment, assessment criteria and methods, and use of assessment results. Participants included HUD Deputy Assistant Secretaries and staff, four national housing industry associations,

three residents' associations, and technical analysts from National Academy of Public Administration. Dialogue is ongoing, pending submission of industry proposals.

PAVE PAWS (Phased-Array Radar) Issues Assessment, 2000. Co-assessor of potential dialogue and consensus building to resolve conflict over health and safety risks of military radar installation at the Massachusetts Military Reservation; conducted stakeholder interviews, co-authored assessment. Process led to commitment by public agencies to joint health effects study.

Leadership & Communications Coaching

Google Leaders Hub Coaching, 2022-ongoing. Coaching Google senior management on navigating enhanced communication, influence, and difficult conversation skills.

NOAA Senior Leadership coaching, 2020-ongoing. Build out senior leadership development skills; enhancing team culture and collaboration. AARC Framework for Cultivating Dignity in Dialogue. 2022-present.

Research and Field Development

AARC Framework for Cultivating Dignity in Dialogue, 2022-present. Development of IDB framework for addressing Latin America mining conflict for enhancing dignity in dialogue in complex dispute contexts, in collaboration with CREER, Colombian NGO human rights and development partner.

Finnish Public Policy Dispute Resolution, 2013-2014. Dispute resolution development and guidance for SYKE via conference presentation and national media interviews.

Development of CBI Corporate Stakeholder Engagement (CSE) Practice, 2012-present. Co-development and leadership of CBI's CSE Practice -- helping companies and the communities they impact engage more productively, generate value in their agreements, and mitigate differences.

Argentina Public Dispute Resolution Research and Training, July 2005. Keynote speaker and trainer at First International conference of Real Estate and Land Use Conflict regarding development of alternative dispute resolution and use of mediation in the construction and land use industry in the US and Latin America. Delivered full-day training on consensus building for Argentina's leading Association of Notaries and Mediation Center. Established formal partnership for ongoing exchange of knowledge and best practice.

Andean Dispute Resolution Practitioners Network, 2003-2005. Co-founder and member of first professional network of South American dispute resolution practitioners, in partnership with Fundacion Futuro Latino Americano -- funded by the Compton Foundation. Developed best practice canon for adapting dispute resolution procedures to the Latin American context.

Brazilian Urban Land Use Disputes, 2001-2002. Research and writer for comprehensive analysis of Urban Land Use Disputes in Brazil, completed support from the Lincoln Institute for Land Policy. Research described and analyzed the most commonly used institutional mechanisms for planning urban land use and resolving disputes in Latin America; the extent to which government agencies, foundations and NGOs in the region have attempted to convene multi-stakeholder groups to plan urban land use and resolve site-specific disputes; how they were designed and implemented; cost comparisons to traditional approaches; and the political, institutional and

technical factors that appear to be most critical to success. Research subsequently focused on where significant opportunity exists to address urban land use conflict via participatory policy tools implemented in the mid-1980s.

SELECTED PUBLICATIONS AND REPORTS

A Mindset for Enhancing Dignity & Trust Building in Multi-stakeholder Engagements in the Latin America Mining Sector. 2022, IDB Research Report Chapter. Development of IDB framework for addressing Latin America mining conflict for enhancing dignity in dialogue in complex dispute contexts, in collaboration with CREER, Colombian NGO human rights and development partner.

Cultivating Dignity in Dialogue: A Framework for Enhancing Design & Engagement.
<https://www.cbi.org/article/cultivating-dignity-in-a-year-of-rupture/> - 2019

Rebuilding Trust in the Cesar – Executive Producer of a collaborative documentary film on trust building and envisioning collective impact on the coal mining Cesar region of central Colombia. 2019.

Working Through Cultural Changes—Community Conflicts in India. In: d'Estrée T., Parsons R. (eds) Cultural Encounters and Emergent Practices in Conflict Resolution Capacity-Building. Rethinking Peace and Conflict Studies. Palgrave Macmillan, Cham. Iyer P., Hoben M. 2018

Human Rights, Land Disputes, and Problem-Solving in the Honduras & Guatemala Palm Oil Sectors CBI Blog: Getting Agreement, April 2017

A Mutual Gains Approach to Supply Chain Engagement: Why Should Companies Care? December 2014.
'How to' and Best Practice Guidance for conducting Participatory Strategic Reviews --The NDPI Experience). December 2014.

A Mutual Gains Approach to Corporate Stakeholder Engagement. CBI-Shell. 2013.

10 Elements of Good Practice in Corporate-Community Engagement - Lessons Learned from the Niger Delta; 2013.

Nigeria Limited's GMOU CBI Reports. June 2013.

Rethinking Corporate Stakeholder Engagement – A Practical Framework in an Evolving Global Context, April 2012.

Corporate and Community Engagement in the Niger Delta -- Lessons learned from Chevron's GMOU Process. May 2012.

A Mutual Gains Approach to Supply Chain Stakeholder Engagement -- Why Should Global Companies Care?, June 2012.

“Conflict, Complexity, and Conservation: Adaptive Co-Management of the Mirador-Rio Azul Zone of Guatemala”, Fall 2008.

The Nexus of Corporate, Client, and Community Public Engagement – Lessons Learned from the Americas – University of Wisconsin, May 2006.

Downed Lines – Best Practice for Improving The Way Wireless Telecommunications Disputes are Handled. Merrick Hoben, Nick Popadopolous, and Katherine Harvey. Consensus Building Institute, May 2006.

Alternative Dispute Resolution and the U.S. - Construction Industry: Practice and Trends. (Los Métodos Alternativos de Resolución de Conflictos en el Sector de la Construcción Estadounidense: Prácticas y Tendencias) Merrick Hoben and Katharine Harvey. Argentina First International Real Estate and Construction Industry Conference. The Consensus Building Institute, 2005.

Making Regional Policy Dialogues Work: A Credo for Metro-Scale Consensus Building. Working paper. Temple Environmental Law & Technology Journal, Spring 2004. Lawrence Susskind and Merrick Hoben, Consensus Building Institute.

Consensus Building in the Latin American Context – Urban Land Use Disputes in Brazil. July 2004. Co-authored with David Fairman, Consensus Building Institute.

Best Practice Guidance for *Multiple Dispute Resolution in the Andean Extractive Industry Sector.* CBI White Paper, Spring 2003.

Conducting Conflict Assessments in the Land Use Context. The Consensus Building Institute and Pace University Law School, Land Use Law Center, March 2000. Co-authored with CBI President Lawrence Susskind.

Envisioning a Key Role for the U.S. Institute for Environmental Conflict Resolution. 1999. Co-authored with Dr. Lawrence Susskind. Consensus Building Institute.

A Systematic Assessment of Community-based Collaborative Resource Partnerships. University of Michigan, May 1999.