

MERRICK HOBEN

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Professional Summary

11 years professional experience in the field of public dispute resolution, including conflict assessment, facilitation and multi-stakeholder mediation processes in the U.S., Latin America, Asia, Africa and Middle East – with emphasis on improving corporate and community stakeholder engagement. Specific areas of focus include:

- Design and delivery of advanced training in negotiation, facilitation and process design to corporations, NGOs, multi-lateral finance institutions, federal agencies, and local governments
- Development of process design and engagement strategies for managing corporate and community stakeholder conflict in resource extraction, forest land use and energy sector in Asia, Africa, Latin America, and the United States
- Applied research and evaluation of international and domestic conflict resolution programs and policies
- Extensive public speaking and training on public and organizational consensus building
- Bi-lingual Spanish training and mediation experience with diverse rural and urban populations

Key Accomplishments

- Principal & Director of the Consensus Building Institute Washington DC Regional Office -- a highly regarded provider of facilitation, mediation, training and research in the field of public and organizational conflict resolution and change management
- Lead designer and facilitator for Chevron Nigeria Participatory (Multi-stakeholder) Evaluation Process jointly evaluating community benefits agreements with stakeholders affected by oil extraction in Nigeria., jointly collecting new data, and preparing for 8 successful re-negotiation process in the region).
- Lead facilitator and mediator within WWF US & International offices for major global programs including:
 - Global Commodity Dialogues to establish scientifically grounded, sustainable environmental and social certification standards for 8 aquaculture species and other food commodities (including shrimp, talapia, and salmon, palm oil, beef, and fresh water).
 - Refining the Global Forest and Trade and Network (GFTN) consultation process to update procedures and participation standards for driving sustainable timber trade.
 - Strategic implementation of the WWF Forest Carbon and Climate global initiative to address REDD+ issues -- with focus on SE Asia and Latin America.
- Co-facilitator for global consultations and organizational capacity building process to develop new World Bank environmental and social investment standards
- Lead facilitator and project manager for the Uruguay Pulp Mills stakeholder consultation process for the International Finance Corporation
- Assessment, process design and mediation of a hydro power project in northern India for the IFC's World Bank's Compliance Advisor Ombudsman Office
- Design and delivery of consensus building and facilitation training for extractive industry sector and affected communities in the Peruvian Andes, South America
- Facilitator for the EPA's annual community leadership training program aim to reduce indoor air toxics throughout the nation

- Lead faculty for the Lincoln Institute for Land Policy *Resolving Land Use Disputes Course* series taught nationally
- International Sector Committee member, Association for Conflict Resolution

1999-present **Consensus Building Institute** Washington D.C.
 2006-present *Director*, Washington, DC Regional Office
 2002-2006 *Senior Associate*
 1999-2002 *Associate*, Cambridge, MA

Facilitator, trainer, and researcher for non-profit dispute resolution organization. Facilitate negotiations among government, business and civil society stakeholders on land use conflict, environmental protection and natural resource management. Design and teach training courses on negotiation, mediation and consensus building for public, non-profit and private sector organizations.

1998-1999 **University of Michigan Challenge Program** Ann Arbor, MI
 Facilitator and trainer for experiential team-leadership program with the University of Michigan.

1998-1999 **Dispute Resolution Center of Washtenaw County** Ann Arbor, MI
 Researcher of dispute resolution principles and strategies for natural resource protection conflicts in Michigan.

1995-1996 **DEPPAT Environmental Planning** San Jose, Costa Rica
 Field Assessor and translator for environmental and physical planning firm.

1994-1996 **Conservation International** Panama /Costa Rica/ Washington, D.C.
 Field researcher for a non-profit organization promoting participatory models of conservation and natural resource management. Implemented in-country environmental education planning and program delivery.

EDUCATION

University of Michigan Ann Arbor, MI
 • MS Natural Resource Policy and Behavior; Thesis in Public Policy Dispute Resolution, 1999

University of Vermont Burlington, VT
 • BS Environmental Science, Burlington, VT, Who's Who of Outstanding American Students, 1992

Program on Negotiation at Harvard Law School Cambridge, MA
 • 40-hour Negotiation and Mediation training program, 2000

PROFESSIONAL AFFILIATIONS

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: Practitioner Member

MIT-Harvard Public Disputes Program: Practitioner Associate

Lambda Alpha International Society: Professional Member

SELECTED PROJECTS

Organizational Assessment, Training and Strategic Planning

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.

WWF Forest Carbon and Climate Program Alignment Building, 2009-2011. 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.

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.

Chevron, Richmond, Oct 2008-Jan 2009. 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.

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 development of agenda, participation guidelines and ground rules; facilitation of 2-day workshop event; and drafted post-workshop report for global workshop to review 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 Evaluation report, and on recommendations for further action by the World Bank and other forest policy stakeholders.

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.

Capacity Building for Center for Conciliation and Arbitration, Catholic Pontific University, Lima, Peru. 2002-2004. Designed and presented capacity building training course on negotiation and consensus building for sustainable development in the extractive industry sector. Course work provided annually for the Center and additional mining industry clients.

International Consensus Building

WWF Global Commodity Standard-Setting Dialogues, 2008-2011. Lead facilitator and mediator for several global, multi-stakeholder (multi-year) dialogues aimed at developing consensus based environmental and social standards and certification systems. Commodities include Shrimp, salmon, talapia, mollusks, beef, palm oil, fresh water, and others).

WWF Global Forest and Trade and Network Consultation, 2008. Lead facilitator for successful global stakeholder consultation on update of GFTN procedures and participation standards at four global stakeholder meetings held in Panama, Vietnam, and Germany.

GMOU Participatory Stakeholder Evaluation, Nigeria. 2008. Lead facilitator for 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 stakeholder from Nigeria Delta-region communities, government NGOs, and private sector interests.

Stakeholder Assessment and Facilitation of a Hydro Power Project for the Compliance Advisor Ombudsman Office, 2006-2007. Lead facilitators 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.

Yanocha Gold Mine, Cajamarca, Peru 2002-2004. Conducted multiple dispute resolution capacity building trainings, assessment, and consultations in the Andean region of Peru for Yanococha 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.

Consensus Building in the United States

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.

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.

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 around 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.

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, 2001-02. 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.

George Washington University Stakeholder Assessment, 2004-05. Mediator for land use conflict between George Washington University (Washington DC) and surrounding communities regarding campus expansion. Conducted full stakeholder assessment and facilitation of multi-stakeholder meetings.

Research and Field Development

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, and funded by the Compton Foundation. The network developed a canon of best practice knowledge for adapting dispute resolution procedures to the Latin American context and identified key public conflicts in the region and support government capacity to address them.

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.

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 REPORTS AND PUBLICATIONS

"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.

Route 22 Regional Issues Assessment. Washington, D.C. Consensus Building Institute, May 2003. Co-authored with Patrick Field, Consensus Building Institute.

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.

Convening Report for Proposed PAVE PAWS Stakeholder Working Group. Cambridge, MA: Consensus Building Institute, March 2000. Co-authored with David Fairman, Consensus Building Institute.

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

LEAD Simulation: Balancing Conservation and Development in San Ramon. Consensus Building Institute, November 1999. Co-authored with David Fairman, Consensus Building Institute.

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