



Advanced

A Guide to Effective Grievance Management

Key Principles, Sample Framework
and Case Studies for handling
grievance

HOATRAN

Stakeholder Engagement Specialist



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INTRO

The Need for an Effective Grievance Mechanism

“For projects with environmental and social impacts grievances are a fact of life. How a company responds (or perceived to be responding) to grievances is important and can have significant **implication for business performance**”

IFC, 2007

An effective grievance mechanisms is an important risk management tool for projects where ongoing risks and adverse impacts are anticipated.

“A well-functioning grievance mechanism:

Provides a predictable, transparent, and credible process to all parties, resulting in outcomes that are seen as fair, effective, and lasting

Builds trust as integral component of broader community relations activities

Enables more systematic identification of emerging issues and trends,

for identifying corrective actions and preemptive engagement

Working with clients from a range of sectors to help improve their social performance in the last two decades we have seen an array of approaches to grievance management due to the variety of the project nature and context, and scale of project risks and impacts.

Because having an effective grievance mechanism is important to a company's social performance; and proactive risk management makes good business sense; we have condensed our lessons learned over the years into this e-book to help you get started.

In this e-book we discuss

- Key principles for an effective grievance mechanism
- Offer a sample framework for a grievance procedure, and
- Provide three real-life examples to demonstrate how the basic principles can be applied to projects.

CHAPTER 1

Key Elements of an Effective Grievance Mechanism



Having a good community engagement process can substantially help prevent grievances arising in the first place, or from escalating to a level that companies operating in emerging markets, establishing a grievance mechanism that manages complaints (or business risks) efficiently is a good affects business performance. Since grievances are a fact of life for most investment.

In the following chapters, we discuss the various business principles and elements of engagement that are worth considering when establishing a system to address stakeholder complaints and grievances.

It is worth noting that a well-functioning grievance mechanism should not be considered a substitute for a good stakeholder engagement process. The two processes complement each other and both contribute to the overall success of the company's social performance.

For some tips on how to develop and manage successful consultation programs please check out our ebook [Seven Steps to Successful Consultation](#).

Fairness and transparency is vital

For anyone seeking to resolve their complaints, perception of a fair and transparent process is extremely important.

A 'fairness of process' can be achieved by a combination of business and engagement principles such as:

- A grievance procedure that is culturally appropriate, easily accessible to all segments of the affected community (especially the disadvantaged and vulnerable groups)
- A process that is easily understandable by the local population
- A process that addresses grievances promptly and is transparent in every step, especially in how a decision is made
- A process managed by experienced staff who are perceived to be caring and competent in bringing optimum outcomes to all parties involved
- To the extent applicable (ie., for high-risk complaints that could result in damage to the company reputation and image), the investigators should be separate from the personnel in charge of project management
- A process that applies certain measures to ensure integrity of the investigation results, and level the playing field in terms of balance of power. In high-risk complaints (ie., allegation of water contamination created by the project's mining activities) or in the case where imbalance in knowledge power and influence exist (ie., a complaint made by an Indigenous group against an oil and gas corporation), a company may wish to reach out to other parties to assist in the process (ie., expert advice, academic or institutions).

- A process that enables complainants to have recourse to external experts or neutral parties if the company is unable to solve the complaint. It does not impede access local judicial mechanism for resolution of disputes.

The entire process from how a complaint is received through to how decisions are made should be made as transparent as possible through regular and clear communication. Feedback points should be incorporated into the grievance procedure.

It is also important to clarify from the outset who is expected to use the procedure, and to assure people there is neither cost nor retribution associated with lodging complaints.

Overall, affected people need to trust the process for it to work.

“A good process can enhance outcomes and give people satisfaction that their complaints have been heard, even if the outcome is less than optimal”

IFC, 2007

Establish Early

If the project anticipates ongoing risks or adverse impacts on the community, it is advisable that the company establishes the process to redress local the external grievances early.

For large projects with complex issues and impacts, grievance mechanism should be established from the beginning of the planning phase and be in place during construction, operation through to the end of the project life.

Early establishment of a grievance management process helps put the local community at ease knowing there is a mechanism for them to raise concerns, and a clear process to address their complaints.

Being seen as a company that is trying to do the right thing at the early stage of the project can help create a foundation for an open, respectful and trusting connection with stakeholders, and set a positive tone for future dialogues.

In a situation where a conflict or crisis arises, having an established grievance procedure not only helps resolve the issue quickly but also helps manage the community's expectations and pre-empt rumours and speculations from circulation.

Scale to fit the project needs

A grievance mechanism should be designed to fit the scale of the project and be relative to the level of risks and potential impacts the project is likely to create.

Smaller projects with no significant adverse impacts may choose to address grievances through simpler means such as through the community liaison officer, suggestion box, community meeting, etc.

Larger projects with complex issues and significant impacts may adopt a more formal and sophisticated procedure and assign dedicated resources to effectively manage complaints.

Make it simple & accessible

The grievance procedure should be clearly documented and explained to the local community in their language. People should know where to go and who to talk to when they have a complaint. The procedure should be non-technical, and not overly complicated so it can be understood by the local population without assistance of legal counsel.

The company should make it easy for people to raise concerns and feel confident that their grievances will be heard and acted upon.

Accessibility means different things to people in different socio-economic and cultural settings. For people living in urban areas in developed countries, accessibility can be as simple as a complaint form that is easy to find on the company's website. In developing countries where not every person has access to the internet and verbal language is the main way to communicate, accessibility can mean a free telephone hotline where people can call 24/7 to raise their grievances. In rural and remote areas, one of the best ways to achieve accessibility is to localise your point of contact. Having a regular presence in the community can help personalise relationships and build trust. It also makes it convenient for people to file a complaint rather than having to travel distances to the company's office to do so.

Apply a risk management approach

Within a grievance mechanism, not all complaints should be handled the same way. It is a good ideal to apply a risk assessment approach to how a complaint should be handled.

A grievance where potential impacts or consequences are relatively low (for example a construction truck damages a neighbour's fence) may be readily resolved by direct communication between the community relations officer and the complainant.

A complaint that may have significant implication to the business image or performance such as an allegation of water contamination created by the project's mining activities would need immediate attention from management and an expert may be brought in to undertake an independent investigation.

Commit to response times

It's a good practice to publicly commit to a certain timeframe in which all recorded complaints should be responded to, and be closed out by.

It is also important to have a way to ensure the timeframe is met.

Most people filing a complaint carry a level of frustration towards the company, so letting people know when they should hear from the company about their case (and stick to it) helps allay the frustration. Furthermore, informing people about the timeline for resolving issues that affect their lives is simply common courtesy.

The procedure should address concerns and grievances promptly. In the peak of the project impacts period (eg., construction phase), it is important to have immediate response to time-sensitive complaints. For example, a contractor's truck blocking the neighbour's exit or a company's vehicle knocked out a fence and livestock getting out.

It is also practical to ensure authority to resolve basic complaints are given to staff who manage the complaints while directing serious or more costly issues to the senior managers. This enables time-pressing issues to be resolved quickly and avoid delays in the decision-making process.

Finally, committing to response times and ensuring a transparent process by which stakeholders can understand how decisions are reached inspired confidence in the grievance mechanism, and the company overall.

Record and track grievances

Keeping a written record of all complaints and how they were handled is critical for the business. It helps answer important questions about how a grievance was managed and becomes an important piece of documentation should the grievance escalates to the judicial system.

Whether it is simply an excel spreadsheet (for small projects with simple grievance procedure) or a sophisticated grievance management database or software, basic information such as below should be documented:

- Name of individual or organisation
- Date and nature of the complaint
- Any follow up actions taken
- Final decision on the complaint
- How and when relevant project decision was communicated to the complaint

For large and complex projects with significant impacts, using a grievance management software to not only document the complaints but manage the workflow can help save time and increase efficiency. Some software enable users to send automatic reminders to the assigned personnel regarding response time, assign follow-up actions to appropriate staff, record decisions and communications related to the complaint so the entire history of the complaint can be reported on.

Monitor, evaluate and improve the system

Ongoing monitoring of the grievance mechanism helps ensure that the procedure is effective, and appropriate for the project and the local community. Identify and make necessary adjustments when needed, in a timely manner.

Monitoring to check whether management action has been taken to avoid the recurrence of community concerns in the future is important. It helps prevent frustration from the local community and saves the company time and resources in dealing with the same complaints that could be avoided by taking the appropriate measures in the first place.

Having an established grievance management system can aid the ongoing learning and knowledge-sharing process. It is also good practice as part of the broader stakeholder engagement process to periodically report to the community and other stakeholder groups on how the company has been responding to grievances and what measures have been put in place to avoid recurrence in the future.

““The six overarching principles for non-judicial mechanisms are that they be: **legitimate, accessible, predictable, equitable, rights-compatible and transparent.**

In addition to the six overarching principles, there are a set of supplementary principles that are prominent in guidelines relating to operational-level grievance mechanisms. These principles include: **engagement and dialogue, culturally-appropriate, proportional, empowering and continual improvement.”**

Social Centre for Social Responsibility in Mining (CSRSM), 2009

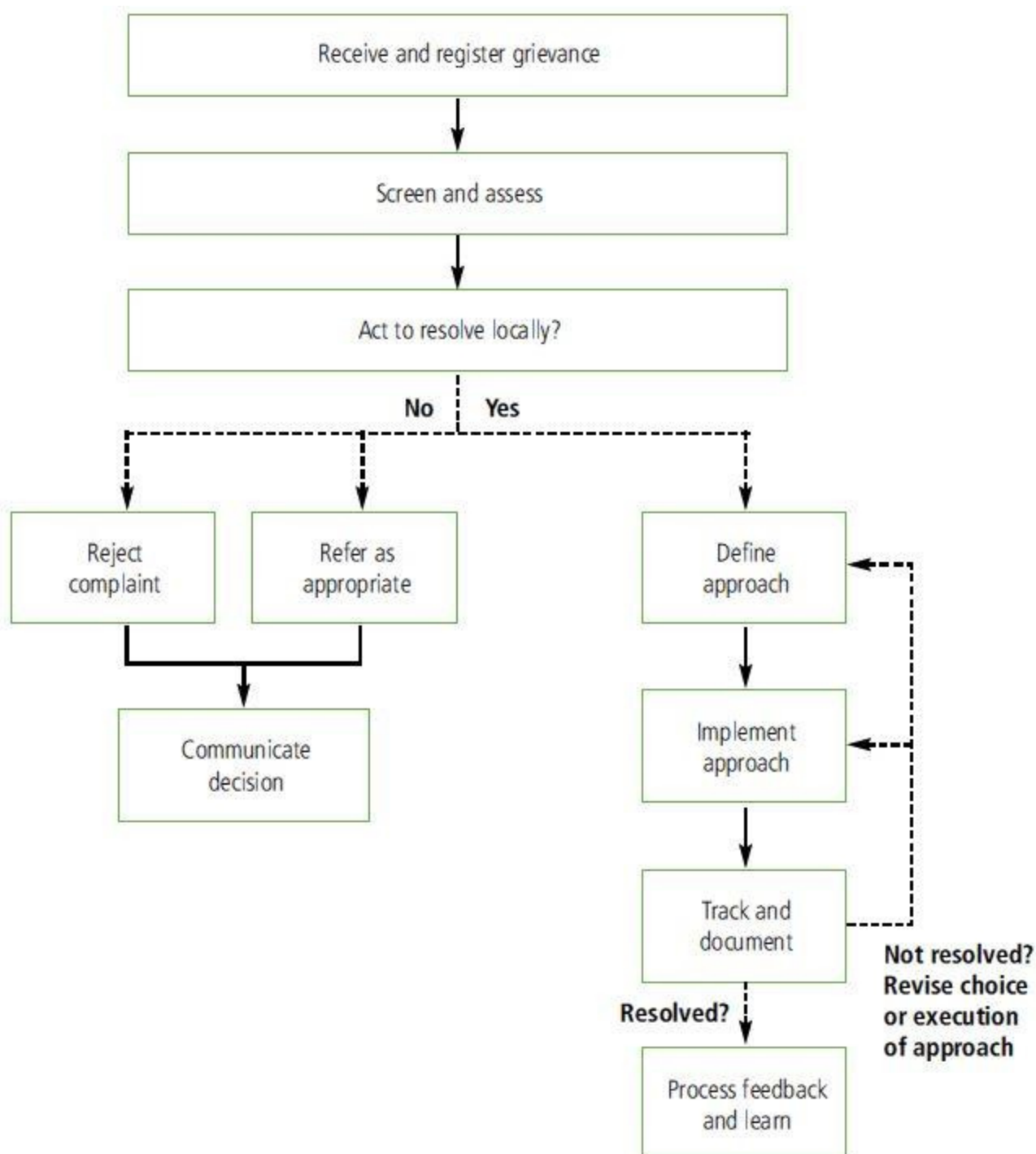
CHAPTER 2

Grievance Procedure Sample Framework

Grievance Procedure Sample Framework

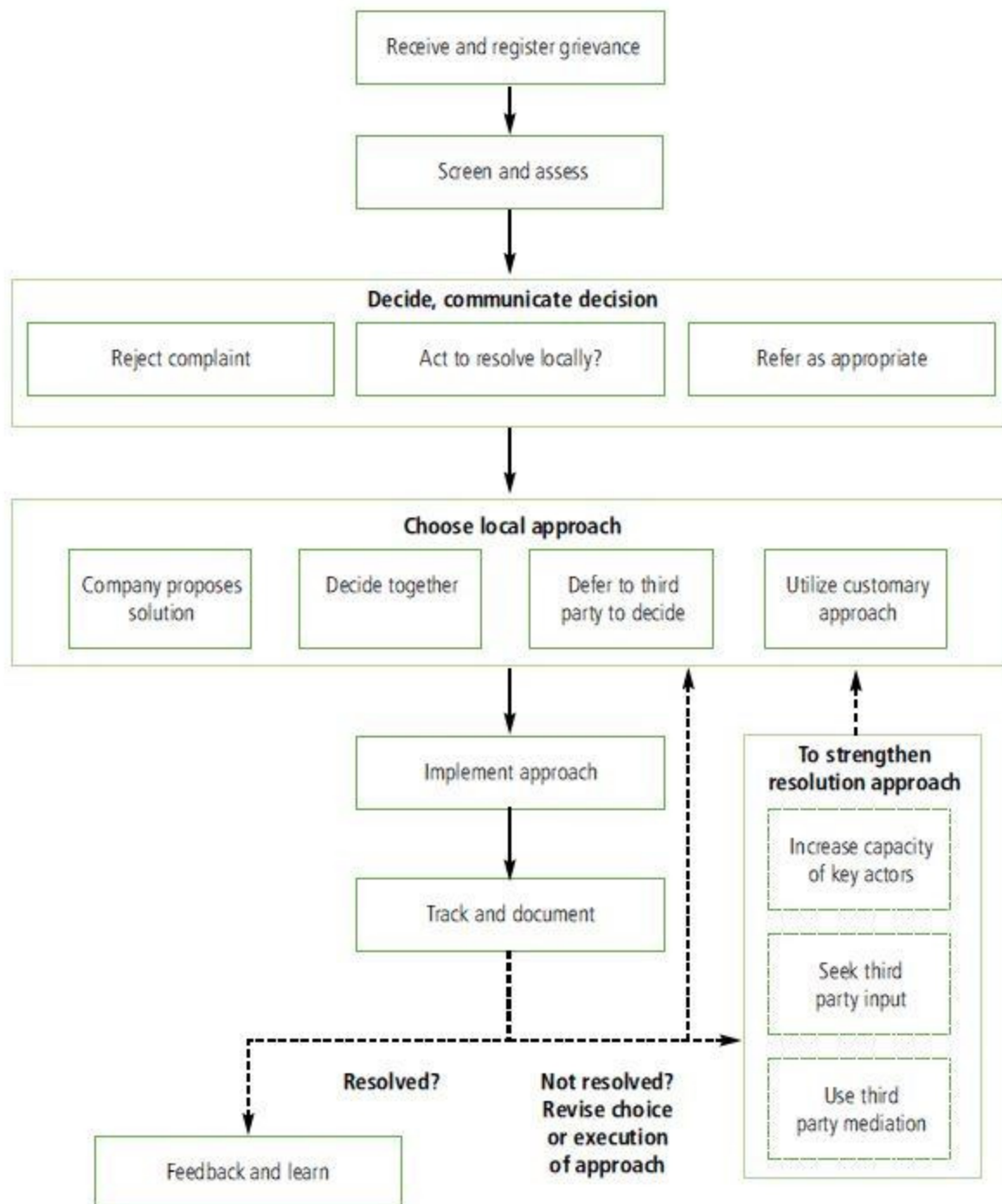
- Introduction
- Requirements
- Local and international laws and requirements Company's policy and commitments
- Definition of grievance
- If relevant, state what types of grievance that this procedure does not cover -In some cases, there is a separate procedure for land acquisition grievances as it may need to follow a separate process as part of the requirements by the local laws
- Who can raise complaints
- The procedure for recording and processing grievances
- A schedule, with deadlines, for all steps in the grievance redress process
- What to do if unable to solve the complaint –The mechanisms to enable complainants to have recourse to external experts or neutral parties, or judicial system
- Institutional arrangements –roles and responsibilities of staff involved in the administration of the grievance procedure.

Typical steps of a grievance procedure



The Office of Compliance Advisor/Ombudsman for the International Finance Corporation, 2008

A grievance procedure with multiple local approaches to resolving complaints



The Office of Compliance Advisor/Ombudsman for the International Finance Corporation, 2008

CHAPTER 3

Examples of Good Practice Grievance Mechanism

“Problems are often resolved more easily, cheaply, and efficiently when they are dealt with early and locally.”

The Office of Compliance Advisor/Ombudsman for the IFC, 2008

This section provides some case studies to illustrate the key principles of good practice grievance mechanism. The case studies range from rural to urban, mining to infrastructure projects, large scale land acquisition with physical displacement of households to minimum land acquisition impacts. Our aim is to demonstrate how the grievance mechanisms may work in projects with different levels of complexity and local context.

Nui Phao Mining, Vietnam

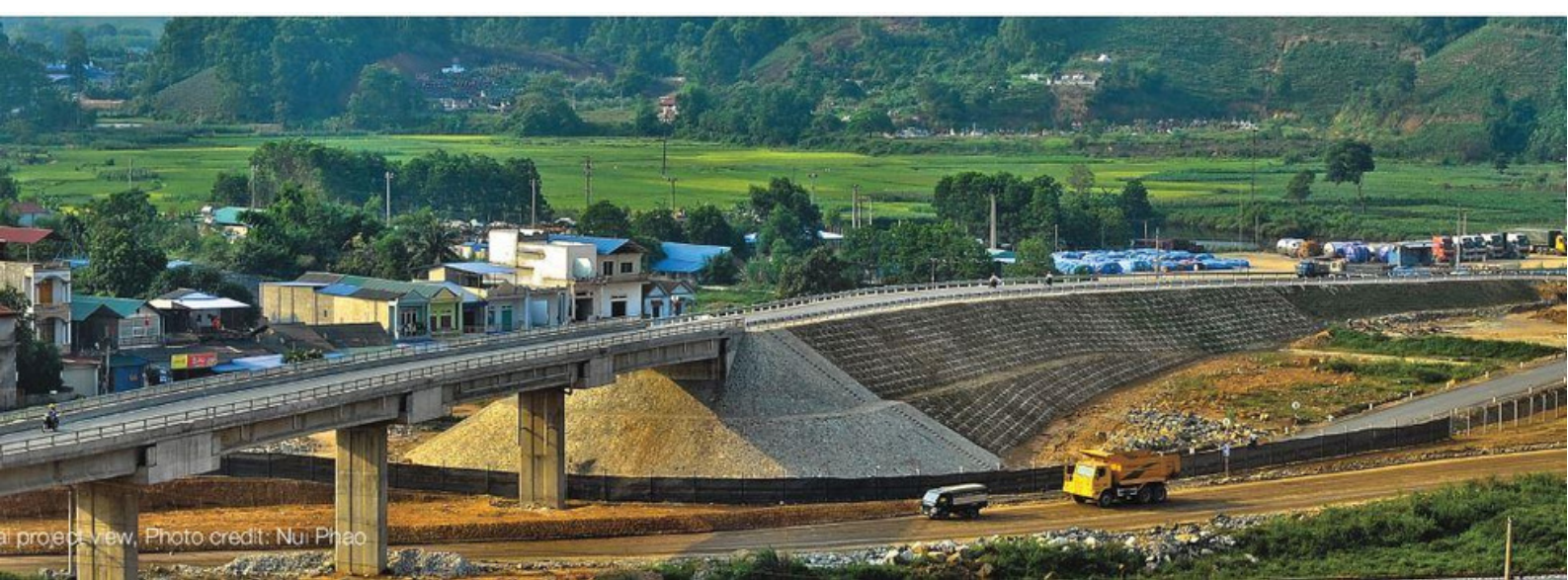
Using unique local networks to manage complaints related to resettlement

Highlights:

- ***Large scale land acquisition and resettlement with over 3,530 affected household and 1,370 households physically resettled***
- ***Complaints settling process utilised unique local networks and communication channels to make it as readily accessible to the affected as possible***
- ***Simple three-step complaints procedure with public commitment to resolution timeframe at each step***
- ***Grievance process involved third party to assist in complaints handling and resolution***

Nui Phao is an open-pit tungsten and fluorspar mine located in the northern part of Vietnam in Thai Nguyen Province. The mine represents one of the largest tungsten reserves in the world and has a low strip ratio, making it one of the lowest-cost long-life producers of tungsten globally.

The mine is owned by Masan Resources and operated by the Nui Phao Mining Company (NPMC). The total area of the project is about 700 ha, with potential to extend the mining life of Nui Phao beyond the current 20 year plan



Nui Phao Mining –Project Overview. Photo Credit: Massan Group

One of the biggest challenges for the project in terms of social impacts is the scale of land acquisition and resettlement. The project acquired land from approximately 3,530 households, and physically resettled 1,370 households. More than 95% of the affected households within the direct footprint of operations (i.e. excluding the buffer area) have been displaced and resettled in new locations, with compensation, assistance and resettlement implementation being continued for the remaining households (Massan Group, 2016).

Due to the scale and the complexity of the project, NPVC anticipated that grievances related to land compensation, resettlement planning and livelihood restoration would be non-avoidable. NPVC recognised early on that a robust and well-functioning grievance mechanism was critical to the success of the project.

A simple three step process was established to deal with compensation and resettlement complaints. NPVC made public commitment about the resolution timeframe for each step. NPVC also committed to assigning its staff to follow up with all steps of grievance settling and always participate as a member of the complaint settling team at the District and Commune levels.

First Step

If any person is aggrieved by any aspect of the resettlement and compensation program, he/she can lodge an oral or written grievance with Ward/Commune authorities. The People's Committee of the Ward/Commune is required to work with Nuiphaovica to resolve the issue within fifteen days.

Second Step

If any aggrieved person is not satisfied with the decision in Step 1, he/she can bring the grievance to the District People's Committee or District Compensation, Assistance and Resettlement Committee (DDCARC) within fifteen days from the date of the receipt of the decision in Step 1. The District People's Committee or District Compensation, Assistance and Resettlement Committee will reach a decision on the complaint within fifteen days.

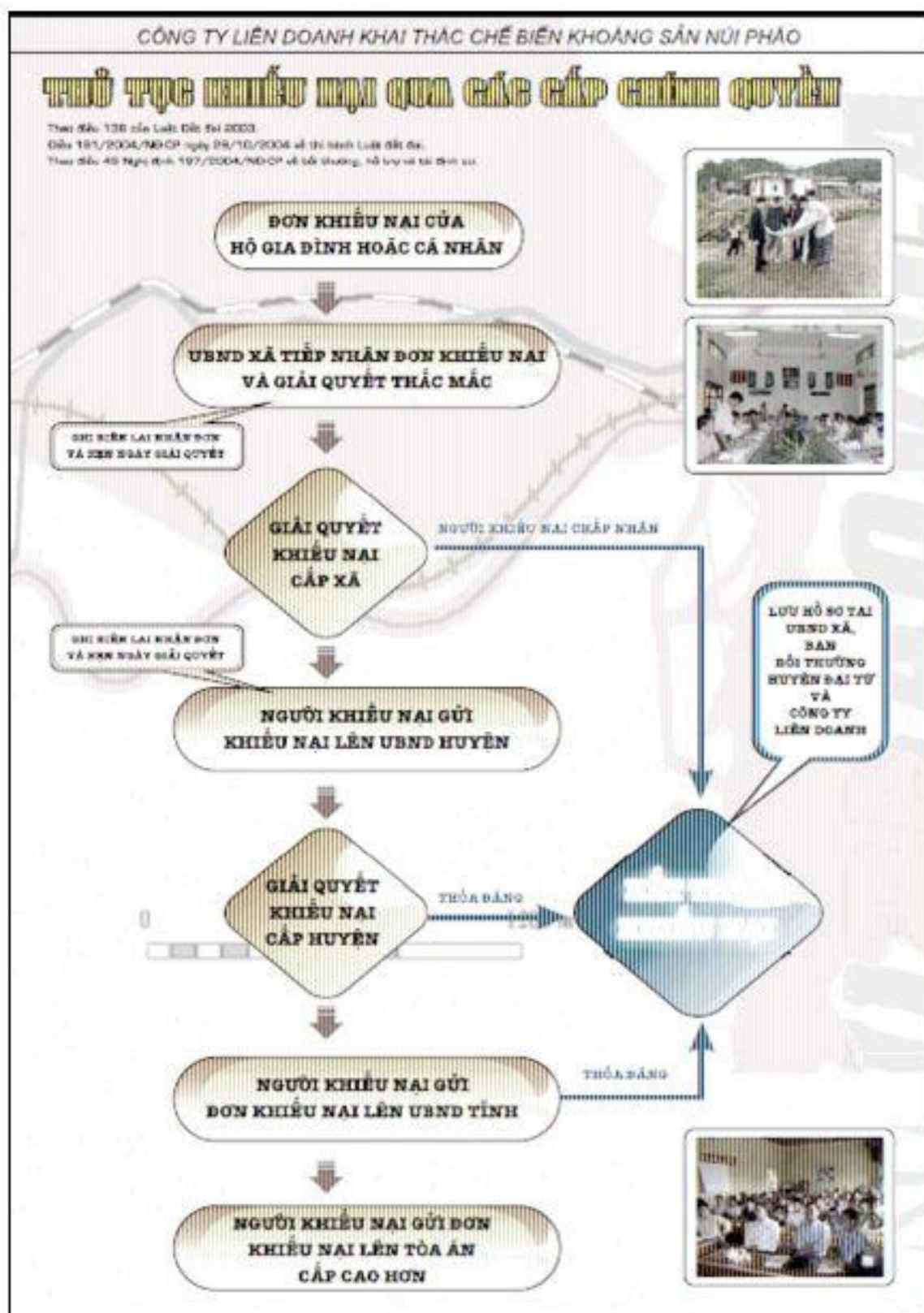
Third Step

If PAPs are still not satisfied with the decision at District level, he/she can appeal to the Provincial People's Committee (PPC) or Dai Tu District Court within fifteen days of receiving the decision of the DDCARC. The PPC or Dai Tu District Court will reach a decision on the complaint within fifteen days.

All PAPs will be exempted from all administrative fees in connection with the above processes, and are entitled to recover any legal fees.

Nui Phao Mining Project, Complaints Settling Process. Source: NPVC Resettlement Action Plan, 20 Jul 06

The complaints procedure was disclosed to the local community in Vietnamese via range of information materials. An example of a simplified complaints procedure poster is shown below.



Simplified complaints procedure poster made available in Vietnamese. Source: NPVC Resettlement Action Plan, 20 Jul 06



NPVC information centre. Source: NPVC Resettlement Action Plan, 20 Jul06

The complaints procedure materials were distributed to the residents through varied consultation and information disclosure channels. In addition to the Project Information Centre established in town, a system of “Local Information Corners” was set up in approximately 30 local villages (by mid 2006). Village halls, schools, kindergartens and local government buildings throughout the project area were utilised to provide regular project information updates to make it easily accessible and readily available to the villagers. Brochures, copies of question forms, complaint forms and other materials were posted at the Local Information Corners which were managed by members of the community liaison team and designated local people (NPVC, 2006).




NPVC community liaison officer and a local visitor at a Local Information Corner. Source: NPVC Resettlement Action Plan, 20 Jul 06

In addition to the complaints procedure posters, Complaint Action Forms were made available at the Information Corners for locals to lodge their complaints directly with the company.

NPVC also utilised their “Local Information Network” to receive completed Complaint Action Forms and pass these to the NPVC community liaison team. The Local Information Network was comprised of residents of NPVC’s host communities and was predominantly made up by people affected by land acquisition and resettlement. The group was established to assist in building sound relationships with local people, and ensuring that methods and channels to provide and receive community input and comments were extensive and readily accessible at the local level. The Local Information Network group met regularly with NPVC staff and was tasked with a range of activities to promote consultation and disclosure between the company and local residents.

The NPVC Local Information Network members were also trained in completing Complaint Action Form so they could assist the complainant in completing them when needed (NPVC, 2006).



COMPLAINT ACTION FORM

PART 1	CONTACT AND REGISTRATION DETAILS
<p>COMPLAINT REGISTRATION NUMBER: _____ (Number to be taken from the Complaint Log)</p> <p>DATE RECEIVED: _____</p> <p style="text-align: right;"><u>TO BE COMPLETED BY COMPANY</u></p>	
<p>LOCATION: _____ (Community/general area)</p> <p>Complainant: (Name, Surname) _____</p> <p>Telephone Number: _____</p> <p>Address: _____</p> <p style="text-align: right;"><u>TO BE COMPLETED BY COMPLAINANT</u></p>	
PART 2	COMPLAINT DESCRIPTION
<div style="height: 150px; border: 1px solid black;"></div> <p style="text-align: right;"><u>TO BE COMPLETED BY COMPLAINANT</u></p>	
PART 3	PROPOSED RESPONSE/CORRECTIVE ACTION

NPVC Complaint Action Form, Part 1. Source: NPVC Resettlement Action Plan, 20 Jul 06

COMPLAINT ACTION FORM

Immediate Action: Responsible Person: Signature: Date: Long Term Action:	Date for Completion: Date for Completion:
<u>TO BE COMPLETED BY COMPANY</u>	
Other Resolution Details	
PART 4 VERIFICATION OF CORRECTIVE ACTION	
Follow-up Details: Closed Out: _____ Signature: _____ <div style="text-align: center;">(Date)</div>	
<u>TO BE COMPLETED BY COMPANY</u>	

Attach additional pages as necessary

NPVC Complaint Action Form, Part 2. Source: NPVC Resettlement Action Plan, 20 Jul 06

Nui Phao Mining project is recognised as a showcase model for the mining industry in Vietnam. The economic restoration after resettlement was a case study for mining CSR Asia 2016 and supported by Oxfarm. NPVC have also received various recognitions and awards for their overall contribution to the social and economic development to the modern rural Vietnam.

TANAP, Turkey

Managing grievances for one of the largest pipeline projects in Eurasia

Highlights:

- ***1850 km pipeline traversing 20 provinces across the country, 6,340 ha land required for the pipeline construction with no physical displacement***
- ***Grievance mechanism strengthened with an independent “Appeals Committee” for each of the four construction Lots including corresponding Above Ground Installations for handling complaints that TANAP and the affected people could not reach agreement***
- ***Simple complaints procedure with public commitment to resolution timeframe at each step***
- ***A single Stakeholder Consultation and Grievance Database used by TANAP and contractors for managing complaints to ensure consistency against TANAP social performance KPIs***

The Trans-Anatolian Natural Gas Pipeline (TANAP) runs from the Turkish border with Georgia traversing 20 provinces across the country and ends at the Greek border in the İpsaladistrict of Edirne. From here, the Trans Adriatic Pipeline (TAP) will connect to convey natural gas to European nations. The construction started in 2015 and plans to be completed by 2018.



TANAP Pipeline Construction. Photo Credit: TANAP

The project, causing no physical displacement, requires permanent and temporary acquisition of 6,340 ha land in total of which 2,307 ha is publicly and 4,032 ha is privately owned. The environmental and social impact assessment (ESIA) conducted in 2013 predicted that the livelihood impacts of the land acquisition activities to be short term (and limited to the 3-year easement period) and would derive primarily from disturbance caused by construction. However, the land acquisition would cause loss of agricultural land, crops, trees, reduced access to common resources and community assets (TANAP RAP, 2013).

A comprehensive grievance mechanism was established prior to the construction phase, open to complaints related to land acquisition, livelihood restoration, and other project related impacts.

The basic steps for complaint management were made available on the project website and were communicated to the local community along the pipeline route during the Environmental and Social Impact Assessment consultation.

Multiple communication channels were established for filing grievances: a toll-free phone number, local project office contacts, email, and website complaint form. Affected persons could also raise a complaint during various consultation and periodic visits by community liaison officers to the affected communities, and verbally if they were uncomfortable with submitting a grievance in writing.

The basic steps for complaint management are as follows:

- All complaints are recorded and added to the system within 2 work days.
- Upon being added to the system, within 10 work days, the complaint will be evaluated by experts and necessary research will be carried out.
- Complaints will be resolved within 30 work days with the complainant receiving a prompt response. For those who wish to make a complaint/request, a toll-free number (800 314 11 22) has been created for the Project, and an online Registration Form has been created.

COMPLAINTS / REQUEST FORM

Your Name

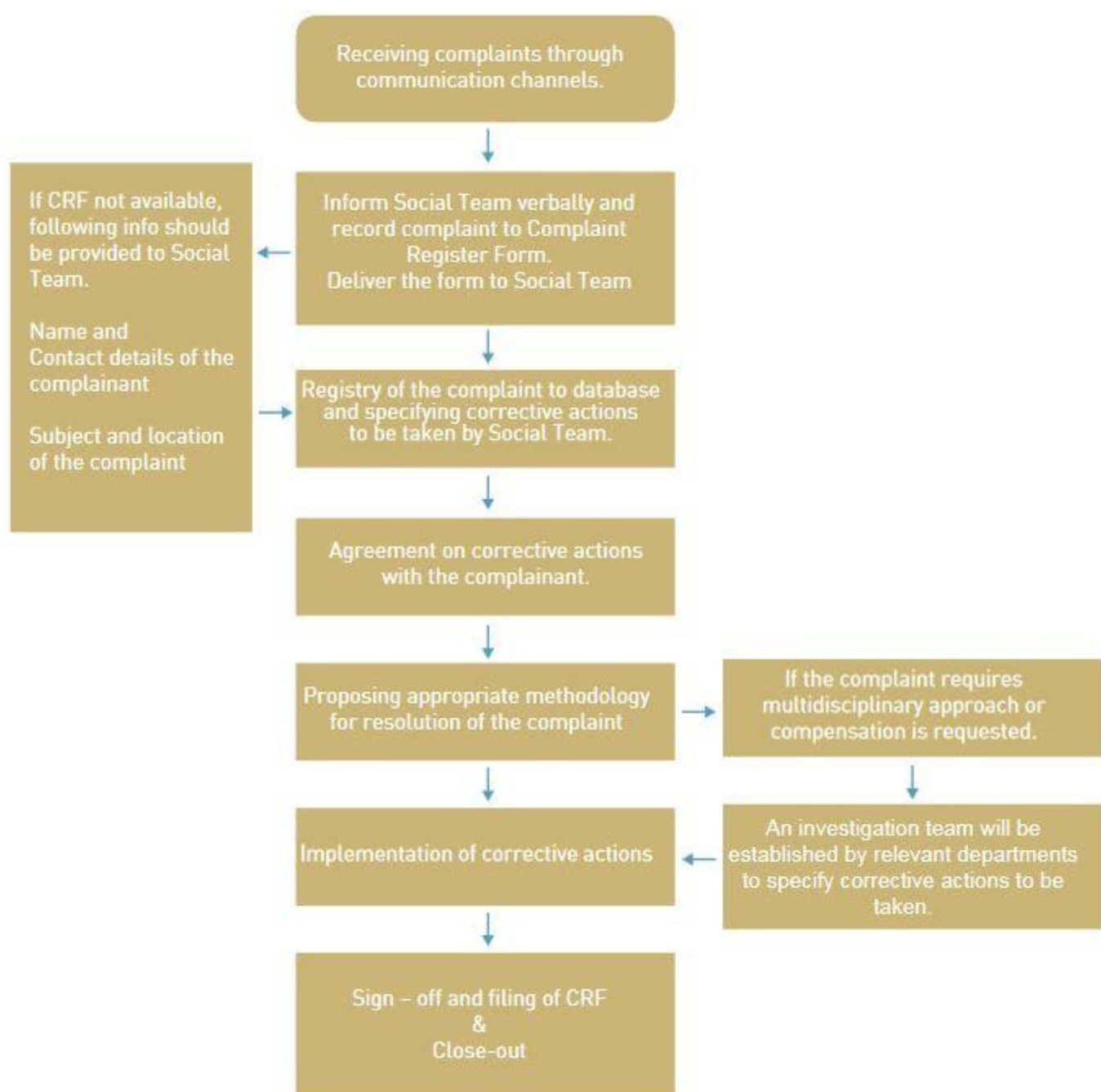
Phone Number

E-mail

Complaint / Request Notice

SEND

TANAP's complaint management process. Source: TANAP



TANAP Grievance Flowchart. Source: TANAP Stakeholder Engagement Plan, 2013

To strengthen the existing grievance mechanism and thus, bring credibility to the process, in early 2017 TANAP set up “Appeals Committees” which comprised of independent members who were not associated with the project implementation (TANAP, 2017). The Committee is being constituted separately for each of the four construction Lots including corresponding Above Ground Installations throughout the pipeline route to make it accessible for all stakeholders that may be affected by the project. Each Committee consists of 3 independent experts chosen from the local universities, institutes, NGOs or reputable persons. Additionally, 2 committee chairmen each leading two committees have been assigned to ensure these committees work regularly and concurrently. The Committee will meet at least once a month or more often depending on the number and frequency of complaints made directly to them.

The mandate of each committee covers complaints on which TANAP and the affected people could not reach an agreement on the following issues, but excluding Turkish Labour Law and Expropriation Law: project’s activities induced damage to environment, public assets and infrastructure, private assets (lands, crops, houses etc.) and project’s activities induced impacts on livelihood.

A Stakeholder Consultation and Grievance Database (Darzin Software) was established in 2013 to help record communications with stakeholders, and register, track and report on grievances. All complaints have been logged and responsible persons assigned with due dates and close out dates. All corrective actions and communications related to the complaints have been recorded so the entire history of how the complaints are captured and reported upon.

The same master settings in Darzin are used for the categorisation of stakeholders and their feedback across TANAP and the construction contractors. This enables the teams to track stakeholder issues across different parts of the pipeline in the same manner, against the same criteria. While the contractors track and report on engagement activities for separate parts of the pipeline, TANAP administrators can view interactions and grievances across the entire project.

Melbourne Metro Tunnel, Australia

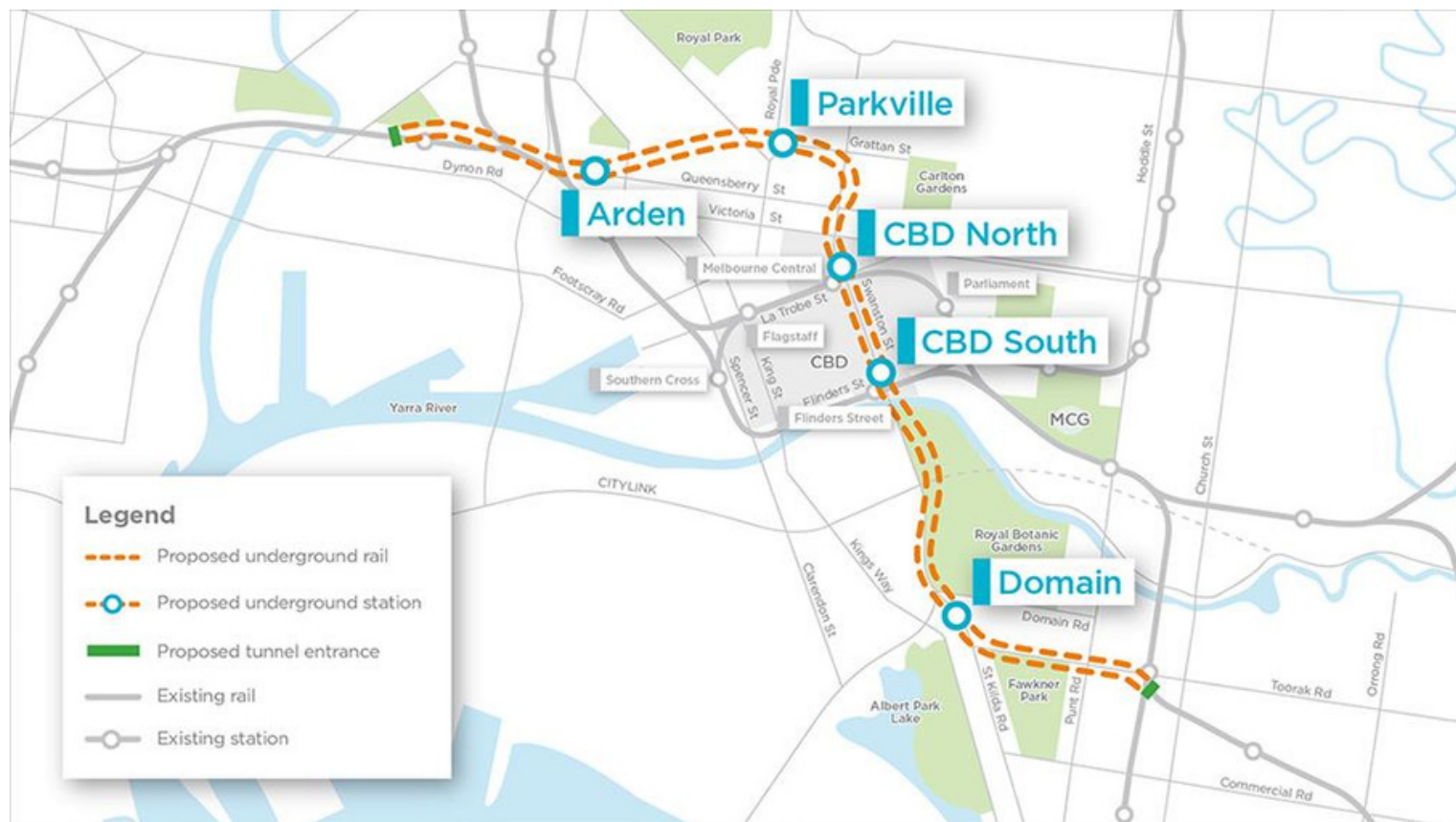
Managing grievances for Victoria's largest major public transport project

Highlights:

- ***Victoria's largest major public transport project and the first underground railway constructed for more than a generation***
- ***Complaint handling process built for projects in urban settings in developed countries***
- ***Commitment to 24 -hour first response time and closing out complaints as quickly as possible***

The Metro Tunnel is a \$10.9 billion project that will start the transformation of Melbourne's rail network into an international-style metro system. It is a critical city-shaping project and the largest overhaul of Melbourne's public transport network since construction of the City Loop.

The Melbourne Metro Rail Authority (MMRA) is the Victorian Government body responsible for delivery of the Metro Tunnel, from planning and development of a project reference design, site investigations, stakeholder engagement, planning approvals and procurement, through to construction delivery and project commissioning.



Metro Tunnel alignment. Photo Credit: MMRA



One of the new stations, Parkville Station, is expected to provide access to around 45,000 jobs, 14,000 residents and more than 70,000 tertiary students and high school students within 800 metres of its location. Photo Credit: MMRA



Engagement activities during the planning phase. Photo Credit: MMRA

The Metro Tunnel shares a number of similar challenges and opportunities with major international projects, particularly in the engineering, constructability and community relations spaces. The key social challenges include managing disruption to residents, businesses and events, mitigating the impacts on road traffic, pedestrians, cyclists and existing public transport and freight services.

MMRA has been proactive in engaging with the community right from the start and throughout every stage of the process. Various communication channels were used to support the formal stakeholder engagement. This consisted of the project website, the Your Say online engagement portal, social media, eNews, letter box drops, pop-up stands in public spaces, newsletters, community drop-in sessions, meetings with key stakeholders and local residents, presentations, a freecall project information line, and other channels established in response to particular issues.

HOW TO MAKE A COMPLAINT

1. Fill out our [online feedback form](#).
- Call us on 1800 551 927
- Write to us at: GPO Box 4509, Melbourne, VIC 3001.

HOW WE HANDLE YOUR COMPLAINT

- Step 1: You lodge your complaint via any of the above channels. Clearly identify your issue and the outcomes you are seeking. Your complaint will be acknowledged within 24 hours.
- Step 2: We investigate and respond to you as quickly as possible.
- Step 3: If you are not satisfied with our response, a senior manager can review your escalated complaint.
- Step 4: If you are still not satisfied with the response from MMRA, you can contact the Public Transport Ombudsman.

MMRA complaints management process. Source: MMRA

In addition to the stakeholder engagement process, a complaint management procedure is made available for the stakeholders who may require additional assistance or would like to escalate their feedback to a complaint. The complaints handling process is explained to the stakeholders in plain English, with instructions for appeal with the Public Transport Ombudsman.

MMRA also makes a commitment to resolve complaints as quickly as possible with the first response to be provided to the complainant within 24 hours. MMRA recognises that during construction phase, it is important to have immediate response to time-sensitive complaints and the complaints to be closed out as quickly.



Due to the nature of the project and the scale of the construction impacts, Darzin software is used to manage the stakeholder engagement and complaints handling processes. Ability to allow multiple users access to a single database, to track and monitor the vast number of enquiries MMRA receive on a daily basis is key to effectively manage grievances on this project. The database also gives the staff confidence that they are able to respond appropriately to enquiries because they have a detailed history of interactions with each of the stakeholders.

MMRA and its nominated contractors use Darzin on regular basis to provide consistent data management and reporting across all user groups. Darzin also simplifies information sharing between MMRA and its contractors so the consultation effort is conducted efficiently.

To read more about how MMRA manages community consultation and grievances on Victoria's largest public transport project please [click here](#).

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Hoa Tran is a Trainer and Business Development Manager at Darzin Software. Hoa has been assisting organisations across a range of sectors in establishing and maintaining their stakeholder engagement systems to achieve consultation goals since 2012. She provides training and advice in stakeholder engagement data management and analysis.

Previous to joining Darzin, Hoa worked as a stakeholder engagement specialist with 10 years experience in social performance for the resource sector in Australia, Asia and the Pacific. This included social impact assessment, community consultation planning and implementation, training on international best practice in stakeholder engagement, and compliance review of social aspects of projects against recognised international standards such as the Equator Principles and International Finance Corporation Performance Standards.

Hoa is a certified International Association for Public Participation (IAP2) Practitioner. Hoa also holds a Bachelor Degrees (Honours) in Business Management and various certificates such as Social Impact Assessment, and Community Development in Rural Communities.

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