



Elizabeth Fierman

Director CBI Chile | Consensus Building Institute  
efierman@cbi.org

---

## PROFESSIONAL SUMMARY

Elizabeth (Betsy) is a mediator, facilitator, and trainer with 15 years of experience helping groups address conflicts, work collaboratively, and improve their negotiation and communication skills. Based in Chile, she works with governments, communities, companies, NGOs and multilateral institutions around the world, with a focus on helping these actors work together to understand and address social and environmental conflicts, and engage in constructive dialogue. Betsy is affiliated faculty at the Program on Negotiation and Harvard University, and has taught classes on dispute resolution at several Chilean universities.

## EXPERIENCE

2008-Present	<b>Consensus Building Institute</b> <i>Director CBI Chile (2019-present)</i> <i>Senior Consultant (2012-2018)</i> <i>Associate (2008-2012)</i>	Chile and USA
	Betsy leads CBI's office in Chile, where she designs and facilitates dialogue processes around social and environmental conflicts as well as public policy making initiatives. She also offers capacity building and training on negotiation and conflict resolution, and conducts research and analysis around a range of conflicts in Chile and abroad.	
2020-Present	<b>Program on Negotiation, Harvard University</b> <i>Affiliated Faculty</i> Co-instructs PON's Seminar on Negotiation and Conflict Resolution.	Cambridge, USA
2020-Present	<b>Global Mediation Panel, United Nations Office of the Ombudsman</b> <i>Mediator</i> Part of an international group of mediators that offers services to staff of 5 UN agencies (UNDP, UNICEF, UN Women, UNFPA and UNOPS).	Chile
2013-2018	<b>Fundación Casa de la Paz</b> <i>Senior Consultant</i> Designed and facilitated stakeholder engagement processes, and provided coaching and capacity building for a range of organizations, including in the mining, energy and construction sectors. Was part of a team that developed participation standards for Chile's Energy Ministry.	Santiago, Chile
2015-2018	<b>Agencia de Sustentabilidad y Cambio Climático</b> <i>Facilitator and Observer, Programa de Acuerdos Voluntarios de Preinversión</i> Helped design and implement a new program aimed at improving socio-environmental standards of investment projects by promoting multistakeholder dialogue early in the project development process. Specifically, observed the implementation of a first pilot dialogue	Santiago, Chile

project in Vallenar, Chile, offering recommendations for improving the program, and then facilitated dialogue around a later pilot in San Antonio, Chile.

- |            |   |                     |
|------------|---|---------------------|
| 2013-2016  | Universidad de Chile<br><i>Professor</i><br>Instructed classes on the role of third parties on the management of socio-environmental conflicts as part of a post-graduate program on conflict management at the university's Institute of Public Affairs.   | Santiago, Chile     |
| 2012-2017  | Soliya<br><i>Facilitator</i><br>Facilitated dialogue between among university students from western countries and predominantly Muslim countries using an online platform. Trained and certified in intercultural facilitation by Soliya and the United Nations Alliance of Civilizations.  | Chile and USA       |
| 2015, 2018 | Pontificia Universidad Católica de Valparaíso<br><i>Professor</i><br>Instructed classes on dispute resolution as part of post-graduate programs on environmental law and corporate sustainability for the university's law school.  | Valparaíso, Chile   |
| 2013-2014  | Universidad Austral de Chile<br><i>Consultant</i><br>Coordinated a collaboration between Universidad Austral and the Massachusetts Institute of Technology (MIT) focused on studying hydropower conflicts in southern Chile, via both stakeholder workshops and desktop research. Co-authored an academic paper that resulted from this initiative. | Valparaíso, Chile   |
| 2008-2010  | Mediation Works<br><i>Mediator</i><br>Mediated housing and small claims disputes in Massachusetts District Court. Completed training to become certificated mediator in the State of Massachusetts.   | Massachusetts, USA  |
| 2009       | Organization of American States (OAS)<br><i>Elections Observer</i><br>Observed and reported on the credibility of Bolivia's 2009 presidential elections.  | Santa Cruz, Bolivia |
| 2006-2007  | United States House of Representatives<br><i>Constituent Services Representative</i><br>Helped over 800 constituents of the 5 <sup>th</sup> district of Massachusetts resolve problems involving federal agencies.  | Massachusetts, USA  |

#### EDUCATION

2007-2009 Fletcher School of Law and Diplomacy, Tufts University  
Massachusetts, USA

*Master of Arts in Law and Diplomacy; Certificate in Diplomatic Studies*

Concentrations: International Negotiation and Conflict Resolution, International Organizations

2000-2004 Haverford College Pennsylvania, USA  
*Bachelor of Arts in Spanish, Magna Cum Laude (with high honors)*

Fall 2002 Universidad de Playa Ancha Valparaíso, Chile  
*Academic semester abroad*

Courses in Chilean history and literature, Latin American politics and economics

SELECTED PROJECTS

ENERGY & EXTRACTIVES

**Responsible Community Engagement in the Salmon Industry –2018-2020.** Worked with WWF and Rabobank to develop a [toolkit](#) for improving community engagement in Chile’s salmon industry. Then worked with a group of 10 salmon companies with operations in southern Chile to build their capacity to implement the toolkit’s recommendations. As part of this effort, facilitated a dialogue process among the group of companies, artisanal fisherman, and a local NGO around managing impacts and coordinating social investment.

**Chile’s National Energy Policy – 2014 and 2019.**Co-facilitated processes convened by Chile’s Ministry of Energy aimed at working with a diverse committee of energy stakeholders to develop consensus recommendations for the country’s national energy policy. The first process sought to develop recommendations, and the second process, conducted 5 years later, was focused on updating the energy policy based on new developments in the energy sector.

**Conflict Analysis for Renewable Energy Projects in Southern Chile – 2016 and 2019.**Worked on two occasions with an international development bank to conduct conflict analyses of renewable energy projects in the Araucanía Region of Chile. These studies aimed to understand the social contexts of these projects, as well as potential risks and concerns for local stakeholders, and to provide recommendations for engaging constructively with local communities to help address the risks and concerns detected.

**Training on Human Rights in the Mining and Energy Sectors – 2018-2019.**Worked with Acción Empresas to provide a series of trainings to a group of major mining and energy companies with operations in Chile around promoting and protecting human rights and engaging responsibly with local communities.

**Participatory Assessment of a Hydropower Dispute – 2014.** Conducted a participatory assessment of a conflict around a major hydropower project in central Chile. This effort involved conducting interviews with a range of local and company stakeholders, and then drafting a report that was made available to the public around key issues to address and recommendations for engagement more constructively.

CLIMATE CHANGE & RESILIENCE

**Lake Llanquihue Roadmap, 2023-present.** Facilitating a participatory process around promoting sustainable development in the Lake Llanquihue basin. The roadmap effort is convened by the Regional Government of Los Lagos, Chile, jointly with a local Municipal Association, and includes a range of stakeholders, including environmental NGOs, agricultural and other private sector actors, and recreational users of the lake. The goal is to reach agreement on a shared vision and key initiatives for balancing protection of the lake's ecosystem with economic development in the area, including in the face of climate change.

**Circular Economy Roadmap – Ministry of Environment of Chile, 2019-2020.** Provided strategic guidance to Chile's Ministry of Environment on the design and implementation of a participatory process whose goal was to develop a roadmap for shifting the country toward a more circular economy in the medium term. Also facilitated one of the working groups associated with this process, focused on building consensus recommendations around the role of waste-to-energy in the roadmap.

## NATURAL & CULTURAL RESOURCES

**Digital Agenda for Chile – 2021-2022.** Co-facilitated a process convened by the Senate of Chile and supported by ECLAC and local trade associations focused on developing consensus recommendations for a digital agenda in the country that would bridge gaps in knowledge and access, and promote the modernization and use of technology by different sectors in Chile, including the public sector.

**Workshops on Child Poverty – 2021** Worked with Fundación Colunga and its partner organizations to design and implement a series of workshops aimed at presenting findings and gathering feedback around the implications of being born and growing up in poverty. The workshops were conducted with different stakeholder groups in Chile, including public sector leaders, academic experts, and young people. The feedback received in these workshops was then converted into the final chapter of the [study](#) published by the convener organizations.

**REDD+ Grievance Mechanism Analysis – 2021.** Conducted an analysis for UNDP of the grievance mechanism put in place by Costa Rican authorities in the context of its REDD+ commitments. Interviewed a range of stakeholders and conducted a desktop review, and presented findings to UNDP and government stakeholders for improving the way it responds to stakeholder concerns and issues.

**Pre-Investment Agreements Program, Agency for Sustainability and Climate Change – 2014-2018.** Worked with Chile's Agency for Sustainability and Climate Change to pilot a new program aimed at improving the social and environmental standards of investment projects in the country, by engaging with local stakeholders early on in the projects' development cycle. Served as observer to the first pilot project, providing recommendations to the Agency around how to improve the program moving forward, and then was facilitator of a second pilot, successfully generating an agreement between a local community and a new industrial oils recycling facility around managing impacts and social investments.

**Mediating a Forestry Dispute – Casa de la Paz, 2014** Worked with Fundación Casa de la Paz to jointly and successfully mediate a dispute between one of Chile's major forestry companies and a small community impacted by the company's operations. The agreement that resulted from the mediation process included measures to mitigate impacts, prevent future impacts and support local entrepreneurs.

**Conflict Management Guide for Chile’s Environmental Assessment Service – 2012** Co-developed a guide for preventing and managing conflicts that arise in connection with projects whose environmental impact studies are evaluated by Chile’s Environmental Assessment Service (SEA).

## WATER RESOURCES

**Salar de Atacama Dialogue Process – 2022-present.** Working with GIZ to co-facilitate a dialogue process among diverse stakeholders in Chile’s Atacama Desert around managing and protecting water resources in connection with the emerging lithium extraction industry.

**Clean Production Agreement on Water Efficiency, Lo Barnechea – 2021.** Worked with Chile’s Agency for Sustainability and Climate Change, the Municipality of Lo Barnechea and EBP to engage stakeholders in an effort to identify ways to reduce water use and increase efficiency in this parched part of Santiago. The ideas garnered through interviews and stakeholder workshops were then used to build voluntary agreements among diverse stakeholders in the municipality around improving water use in the short and medium term.

## LAND USE AND TRANSPORTATION

**Participation and Conflict Resolution in the Municipality of Ñuñoa – 2022.** Providing capacity building and support for the Municipality of Ñuñoa, located in Santiago, Chile, around improving how it engages citizens in planning and other processes, and how it manages conflicts that arise around land use in this urban locality.

## SELECTED PUBLICATIONS AND REPORTS

Elizabeth Fierman and David Plumb (2016). “Experiencia nacional e internacional en mediación de conflictos socioambientales”. Santiago: Espacio Público. (Translated title: “National and International Experience with Mediation Socio-Environmental Conflicts”.)

Lawrence Susskind, Teodoro Kausel, José Aylwin and Elizabeth Fierman (2014). “The Future of Hydropower in Chile.” *Journal of Energy & Natural Resources Law*, 32(4): 425-482.

Lawrence Susskind and Elizabeth Fierman (2012). “The Practice of Water Diplomacy in a Nutshell.” In Shafiqul Islam and Lawrence Susskind, *Water Diplomacy, A Negotiated Approach to Managing Complex Water Networks*. New York, NY: Resources for the Future.