



*Director, Sustainable Business Practice*

- Developed and led a new consulting practice that assisted corporations and their stakeholders, including local communities and advocacy groups, to find common ground and build partnerships. Designed interventions for energy companies and their stakeholders in Nigeria's Niger Delta and Angola. Led and co-led assessment missions in northern Angola and the Niger Delta.

2005-2007      **Consensus Building Institute**      New York, NY  
*Independent Consultant*

- Provided expertise in mediation, facilitation, conflict assessment and training in these areas. Assisted clients including the World Bank's International Finance Corp., and a Roundtable in Guatemala working to overcome conflict between a world-class Maya archeological site, loggers, communities, environmentalists and the government.

2000-2005      **Bloomberg News**      Buenos Aires & New York  
*Journalist, Correspondent*

- Reported and wrote articles published by Bloomberg's news service and hundreds of newspapers worldwide such as the New York Times, Philadelphia Inquirer and Chicago Tribune. Developed expertise in banking, investment, finance, capital markets, emerging markets. New York-based from 2003 to 2005, covering billionaire investor Warren Buffett, finance, insurance companies and fraud. Buenos Aires-based from 2000 through 2002, chronicling Argentina's political, economic, financial and social crisis. Spoke comfortably during frequent appearances on Bloomberg TV and Bloomberg Radio.

1998-2000      **Bridge News**      Santiago, Chile  
*Correspondent*

- Santiago, Chile-based correspondent covering the economy, politics, business and other news.

**EDUCATION**

2012-2013      **Harvard University, Kennedy School of Government**      Cambridge, MA  
*Master in Public Administration (MPA)*

- Area of focus: Corporate Social Responsibility, Business and Society Interactions

1991-1995      **Princeton University**      Princeton, NJ  
*B.A. in Political Science & Latin American Studies*

- Graduated Magna Cum Laude. Best senior thesis prize in Department of Politics and Program in Latin American Studies.

1996-1997      **Fulbright Scholar**  
Santiago, Chile

- Affiliated with the Catholic University of Chile. Area of Research was local government and citizen participation in Chilean cities.

## PROFESSIONAL AFFILIATIONS

Association for Conflict Resolution: Chair, International Section, 2009-2010

Corporate Community Dialogue Facilitators Forum, Harvard Kennedy School of Government, Corporate Social Responsibility Initiative: Founding member

## LANGUAGES

Fluent in English and Spanish. Basic Portuguese.

## SELECTED PROJECTS

### Experience in facilitating development of public policy

**Energía2050 - Building consensus around a new energy policy, 2013-2015.** CBI facilitated an ambitious initiative by Chile's Energy Ministry to develop a new long-term energy policy through a participatory process. Among other responsibilities, CBI guided the work of the Energía 2050 Steering Committee, a multi-stakeholder group of 28 people charged with developing a vision and roadmap to 2050 for the energy sector. A key area of analysis was the relationship between energy projects and communities. The group reached agreement and Presidente Michelle Bachelet announced the new policy in December 2015. David Plumb led the project.

**Roundtable on Energy and Communities, 2014.** CBI designed and facilitated a national conversation in Chile on ideas and concerns around company-community interactions related to energy projects and territorial planning for energy development. The 14 workshops generated discussion between diverse actors and informed the Energy Ministry as it considered new norms and policies on these issues. David Plumb led the project.

**Study: "National and International Experience in Mediating Socio-Environmental Conflicts"** - In 2015, CBI conducted a study for Espacio Público, an independent Chilean think-tank, that looked at ways in which state institutions have incorporated mediation and dialogue facilitation to help manage conflicts around development projects. The report made specific recommendations and was used by Espacio Publico as part of public policy proposal. David Plumb led the project. The study is available here: <http://www.espaciopublico.cl/publicaciones/categoria.tpl?categoria=Documentos%20de%20referencia>.

**Chile Guide to Prevention, Management of Development Conflicts, 2012-2013.** Working with Chile's government agency that approves Environmental Impact Assessments (Servicio de Evaluación Ambiental), co-developed a guide for conflict prevention and mitigation around development projects in Chile. In partnership with a local NGO, Casa de la Paz, also provided advice to the government agency about how to enhance its own role in preventing and managing conflict related to development projects. The guide is available here:

[http://www.sea.gob.cl/sites/default/files/migration\\_files/guias/Guia\\_buenas\\_practicas\\_relaciones\\_actores\\_seia.pdf](http://www.sea.gob.cl/sites/default/files/migration_files/guias/Guia_buenas_practicas_relaciones_actores_seia.pdf).

## International Consensus Building, Facilitation and Stakeholder Engagement

**Ensuring rights-compatible dialogue between an indigenous community and an energy project:** 2016. CBI is currently assisting an indigenous community in southern Chile to engage in a constructive, rights-compatible dialogue with a hydroelectric project. David Plumb leads this project.

**Chile Renewable Energy Project - Community Engagement Advisor,** 2013-present. Senior advisor on community engagement to a start-up company seeking to build a large, innovative pumped-storage energy project near a fishing community in northern Chile. Advising the company on how to establish and maintain a credible, transparent and participatory interaction with the community and other stakeholders. CBI also documented the experience in a short documentary that tells the story from the community's and company's perspective.

**Assessment of Honduras Forest Sector Grievance/Dispute Resolution Mechanisms:** On behalf of the United Nations Development Programme, led an assessment mission in Honduras to analyze the current sources of conflict in the forestry sector, potential new conflicts that may arise related to REDD+ (Reducing Emissions from Deforestation and Forest Degradation), and the mechanisms that exist to address conflicts. The report also provided recommendations for the development and strengthening of mechanisms for conflict resolution, and steps to support prevention around disputes related to REDD+ in the country.

**Chile Hydro Project Community Perceptions Assessment (Alto Maipo),** 2013. Led an assessment team that developed a public report of community perceptions around a planned \$1.8 billion hydro project in central Chile. The purpose of the report was to create a transparent base for a more meaningful interaction between the company and a wide range of stakeholders. The report included the range of views and concerns, ideas from community members about how to improve interaction with the company, and CBI's recommendations around establishing credible dialogue to address priority issues.

**Chevron Nigeria Participatory Stakeholder Evaluation,** 2008. Co-led and facilitated a participatory stakeholder evaluation of Chevron's community engagement mechanisms in the Niger Delta, involving Chevron, oil-impacted communities, civil society and government representatives.

**Mexico Wind Industry Community Engagement,** 2010-2012. On behalf of the International Finance Corp., facilitated a series of strategic conversations inside the Mexican wind industry about improving the sector's social performance and engagement with community stakeholders.

**WWF Aquaculture Standards,** 2009-2012. Facilitating the development of credible environmental and social standards for aquaculture worldwide, with a focus on farmed salmon and trout. Guiding a multi-stakeholder, consensus-building process between environmental groups and aquaculture producers.

**Peru Documentary on Tintaya Dialogue Roundtable,** 2010-2011. Co-led a video documentary, in partnership with the Corporate Social Responsibility Initiative at Harvard's Kennedy School of Government, of the Tintaya Dialogue Roundtable in Peru. The roundtable has for the past 10 years assisted communities and a copper mine to resolve disputes and promote sustainable development. Conducted all interviews for the project.

**Honduras Development Partnerships,** 2010. Provided independent advice and guidance to a mining company in central Honduras on building multi-stakeholder partnerships for sustainable development in the mine's area of influence.

**CAO Review of IFC Performance Standards on Social and Environmental Sustainability,** 2009-2010.

Co-led a stakeholder engagement and assessment process as part of a global review of the Performance Standards for Social and Environmental Sustainability of the International

Finance Corporation (IFC), on behalf of the Compliance Advisor and Ombudsman Office (CAO), an independent oversight body of the World Bank. Co-designed assessment approach and methodology and managed an assessment team in India.

**WWF Climate & Forest - REDD+**, 2009. Co-facilitated a process to help WWF build internal agreement inside its climate change and forestry teams around incorporating deforestation into international climate negotiations. Assisted WWF to draft a policy position, allowing the organization to strengthen its voice in the global negotiation.

**IFC Uruguay Pulp Mills Stakeholder Assessment**, 2005-2006. Member of a team assessing stakeholder concerns around two paper pulp mills planned for the border of Uruguay and Argentina. Led drafting of the assessment report that directly affected decision-making on social and environmental impact assessment and mitigation.

### Organizational Training and Capacity Building

**Chile Public Participation and Indigenous Consultation**: 2016. Co-led a training for 25 professionals from public participation unit in Chile's Environmental Review Agency on approaches to conflict prevention and management during the Indigenous Consultation process and during other public participation processes.

**Shell Community Liaison Officers Global Training**, 2011-present. Co-developed a training course for Shell's community-facing staff globally that provides a mutual gains framework for delivering social performance at the community level, including grievance handling. Delivered the course, as a lead or co-facilitator, in Nigeria, Europe, North America and South America.

**OECD National Contact Points Mediation Training**, 2012-present. Assisted, in a variety of ways, 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. In April 2014, co-led a 2.5 day mediation training for Nordic and northern European NCPs, and has co-led similar trainings Santiago, Chile for Latin American NCPs (November 2014) and in Vienna, Austria for NCPs from around the world. Also has co-led a "horizontal peer review" session on assessment practices by NCPs. In addition, revised, based on stakeholder feedback, an NCP Mediation Manual prepared by CBI to assist NCPs in their problem-solving role.

**United Nations Development Operations Coordination Office and United Nations System Staff College, Strategy, Negotiation and Political Acumen Skills Training**, 2009-present. Co-development of training materials and co-delivery of training programs for heads of UN development agencies. Training integrates strategic priority setting, negotiation and consensus building in politically significant contexts.

**Inter-American Development Bank, Independent Consultation and Investigation Mechanism**: Assisted the IDB to design and respond to stakeholder input on a new grievance mechanism, the Independent Consultation and Investigation Mechanism (MICI). Led training with the new MICI leadership in dispute resolution and implementation of the mechanism.

**United Nations Development Program (UNDP) Negotiations Capacity-Building**, 2006-2008. Deliver customized training for UNDP senior staff worldwide, though on-line course with live instructor feedback.

**Negotiation Skills for Pharmaceutical Reimbursement**, 2011-2013. In partnership with pharmaceutical industry pricing analytics partner PriceSpective, delivered advanced negotiation trainings to Bristol-Myers Squibb, AstraZeneca, and Merck to assist in pricing and market access of a new and existing products. Also co-developed and delivered negotiation training to Pfizer senior executives in Argentina and South American countries. Trainings

focused on skills for joint gains in negotiations with national payers, covering pricing, patient access, risk sharing, stakeholder engagement and other issues.

**United Nations Development Operations Coordination Office, Crisis and Post Conflict Cluster, Skill-building Workshop for CPC Strategic Planners, 2009.** Member of facilitation team for June 2009 workshop focused on the Integrated Mission Planning Process (IMPP) for DPKO, DPA, DOCO, and humanitarian agencies. Co-developed course material and wrote case scenarios.

**US Army Facilitative Leadership Training, 2009.** Co-designed and delivered training in facilitative leadership, negotiation and engagement with civilian leaders to US army officers deploying to Afghanistan.

### Consensus Building and Stakeholder Engagement in the United States

**New Bedford Toxic Clean-up Facilitation, 2010-2012.** On behalf of MassDEP and the City of New Bedford, facilitated public meetings of concerned neighbors and local and state officials, and provided advice in improved public participation in the clean-up of a site, which today includes two schools and public housing. Separately, provided community engagement advice to the Environmental Protection Agency around their Superfund clean-up initiative in New Bedford Harbor, as well as facilitating public meetings around the harbor clean-up.

**Chevron, Richmond, Oct 2008-Jan 2009; 2011.** Led an assessment of community stakeholders affected by 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. Co-led re-assessment in 2011.

**Maryland Coast-Smart Climate Adaptation Initiative, 2008-2009.** Co-led an initiative with the State of Maryland that brought diverse stakeholders together around the need to prepare coastal communities for new risks stemming from climate change such as sea-level rise and storm surge. Co-designed a high-level, interactive coastal summit attended by nearly 200 mayors, county commissions, state lawmakers, environmentalists, developers and a wide range of coastal leaders. Assisted the development of an innovative simulation of the real-life discussions around climate change adaptation in coastal communities.

### Strategic Planning

**United Nations Country Team (UNCT) Strategic Planning (UNDAFs), 2009.** Member of facilitation team managing the strategic planning process (UNDAF) for the UN Country Team in Tajikistan.