

# Christiana Figueres



## PROFESSIONAL EXPERIENCE

2010	Appointed Executive Secretary of the UN Framework Convention on Climate Change (UNFCCC)
2008-2009	Vice President of the Bureau, UN Framework Convention on Climate Change (UNFCCC)
2008-2010	Principal Climate Change Advisor, ENDESA Latinoamérica, largest private utility in Latin America
2009-2010	Senior Advisor, C-Quest Capital, carbon finance company focusing on programmatic CDM investments
2008-2010	Vice Chair of Rating Committee, Carbon Rating Agency, first entity to apply credit rating expertise to carbon assets
2007	Representative of Latin America and the Caribbean on the Executive Board of the Clean Development Mechanism, UNFCCC
2004- 10	Independent senior level climate change advisor
1995 – 2003	Founder and Executive Director, Center for Sustainable Development in the Americas (CSDA), nonprofit think-tank for climate change policy and capacity building
1994-96	Director of the Technical Secretariat, Renewable Energy in the Americas (REIA), US Export Council for Renewable Energy
1993-94	Corporate strategic communications, The Hawthorn Group, a political communications company
1988-90	Chief of Staff to the Minister of Agriculture, Costa Rica
1987-88	Director of International Cooperation, Ministry of Planning, Costa Rica
1982-85	Minister Counselor, Embassy of Costa Rica, Bonn, Germany

## EDUCATION

1993	Certificate in Organization and Systems Design, Gestalt Institute of Cleveland
1991	Certification in Organization Development, Georgetown University
1981	M. Sc. in Social Anthropology, London School of Economics
1979	B.A. in Sociology and Anthropology, Swarthmore College

- **International leader on strategies to address global climate change**
- **Negotiator of the UNFCCC and Kyoto Protocol since 1995**
- **Designer of innovative instruments in the global climate regime**
- **Proven management skills and certified organization development professional**
- **Senior level advisor to government officials, business leaders and NGOs**
- **Prime promoter of Latin America's active participation in the UNFCCC**
- **Widely published author and frequent public speaker**
- **Citizen of Costa Rica**
- **Fluent English, Spanish and German**

## MAJOR ACCOMPLISHMENTS

### Commitment to global strategy to address climate change

Full time dedication to climate change for 15 years as negotiator, analyst, and capacity builder:

- Official negotiator of the UNFCCC since 1995, on behalf of the Government of Costa Rica.
- Influential climate change thinker, with more than forty leading publications.
- Trainer and capacity builder in UNFCCC and climate change policy in Latin America and Africa.
- Senior-level policy advisor to business leaders and government representatives.
- Founder and Executive Director of the Center for Sustainable Development in the Americas, a climate change think-tank and capacity building institution. Developed strategic vision for effective hemispheric engagement on climate change issues.
- In 2001 received the Hero for the Planet Award by the National Geographic Magazine in recognition of international leadership in sustainable energy and climate change.

### Capacity to work with the Secretary General, UNFCCC Bureau, and delegates

Recognized as skilled negotiator in the UNFCCC, with wide range of leadership positions supporting the process:

- Vice President of the Bureau of the UNFCCC, presiding Bureau meetings in the absence of the President at his request. 2008-09
- Presided over Conference of the Parties 15 in Copenhagen, during the absence of the COP President at her request. 2009
- Member of the Executive Board of the Clean Development Mechanism, in representation of Latin America and the Caribbean. 2007
- Co-Chair of the Contact Group on Guidance to the CDM Executive Board in Nairobi, Poznan, and Copenhagen. 2006-09
- Co-Chair of the Contact Group on flexibility mechanisms for the post-2012 regime in Bonn, Accra, and Poznan. 2008
- Member of the 'Friends of the Chair' Group that negotiated the Buenos Aires Plan of Action, and the Bali Action Plan. 1998 & 2007
- UNFCCC negotiator for the past 15 years.

### Management

Extensive management experience in both government and NGO sectors:

- Founded and directed the Center for Sustainable Development in the Americas (CSDA) for eight years. Developed and led the Center's four programs: capacity building, policy reform, project preparation and carbon finance. 1995-2003
- Directed the Bureau of the Minister of Agriculture, Costa Rica: Supervised a staff of over 750 employees and the execution of 22 national programs involving training, credit and marketing (credit portfolio US \$200 million). Reorganized the Bureau for greater teamwork and productivity. Designed coordination strategies among three major public institutions, eliminating duplications 1988-90

of services and contradictions in policy.

- In the Ministry of Planning of Costa Rica, designed and directed the negotiation of 46 projects with eight European countries (total investment US \$90 million). Supervised the evaluation of all national technical and financial assistance requests. Collaboratively restructured the International Cooperation Department and designed a supporting computerized system for project monitoring. 1987-88
- Directed the work of all departments of the Costa Rican Embassy in Germany. Re-negotiated terms of technical assistance, development finance and cooperation between both countries. Great Cross for the Honor of Merit bestowed by the German government for outstanding performance. 1982-85
- As a member of the CDM Executive Board, contributed to the strengthening its technical secretariat, increasing institutional efficiency, impartial substantive analysis, and improving regulatory consistency. 2007
- Facilitated the retreats of the CDM Executive Board that lead to the recent reform of the CDM. 2009
- Certified Organization Development professional specializing in institutional change leadership. 1991

### **Vision and innovation**

Initiator of significant innovations in the global climate change regime:

- Led the effort to conceive and integrate broad based mitigation programs into the CDM with four ground-breaking publications that have shaped global thinking on programmatic CDM. Successfully negotiated the decision to include “programs of activities” in the CDM, garnering support first from the G77 and China Group and the negotiating with Annex I Parties at COP/MOP 1 in Montreal, Canada. As Member of the CDM Board, achieved consensus on the rules and procedures for the submission of programs in the CDM, in order to enhance the sustainable development impact of the CDM. 2005-08
- Based on own published analysis of the link between programmatic CDM and the potential to extend the benefits of the CDM to households and small and medium enterprises, initiated the process to promote energy efficiency and distributed renewable energy in the CDM. 2007
- Successfully negotiated the first emission reduction purchase agreement between an industrialized country and a regional development bank, whereby the Andean Development Corporation (CAF) received 45 million Euros of the Government of the Netherlands to purchase reductions in Latin America. 2001
- Conceived and established the first ever carbon finance program in the developing world: the Latin American Carbon Program (PLAC) within the Andean Development Corporation (CAF). 1999
- Author of analytical piece which lead to the creation of the small-scale category of projects in the CDM. 1998
- Conceived and lead the preparation of FOCADES, an innovative fund for the promotion of biodiversity and clean energy projects in Central America, with a total capitalization of \$15 million. 1995

### **Collaboration with UN agencies, governments and multilateral financial institutions**

Established working relationships with a broad array of public institutions as trusted advisor and strategic thinker:

- Member of the Strategic Climate Trust Fund Committee, headquartered at the World Bank. 2008-09
- Senior Advisor to ‘El Calafate Southern Lights Dialogue’ that brought together 25 Ministers of the Environment from around the world to explore possibilities of common ground in the climate Sept 2008

negotiations, Patagonia, Argentina.

- Chair of the Roundtable on Mitigation Actions, Annex I Experts Group, OECD, Paris. May 2008
- Testimony before the Select Committee on Energy Independence and Global Warming, U.S. House of Representatives, on the results of the Bali climate negotiations on behalf of developing countries. Dec 2007
- Prepared briefing paper for Ex-President Lagos of Chile in his role as UN Special Envoy for Climate Change, and all Latin American Heads of State attending the Climate Change Summit convened by the Secretary-General of the UN in New York. Sept 2007
- Authored the analysis of the various elements to be included in a post-2012 climate change regime, used as input of the UN Economic Commission for Latin America and the Caribbean to the Gleneagles Process. Aug 2007
- Member of the Scientific Advisory Panel of the UNEP Risoe Centre, Denmark. 2009
- Member of the High-Level Task Force supporting the Global Leadership for Climate Action group of the United Nations Foundation and the Club of Madrid. 2007
- Member of the High-Level Expert Group designing the climate change strategy for UNEP, as requested by the Executive Director of UNEP, Paris. 2007
- Designed and implemented the bi-annual technical and strategic preparation for the Latin American negotiators of the UNFCCC, prior to the twice-yearly international negotiations. 2002-07
- Prepared African negotiators for the international climate change negotiations. Dakar, Senegal. 2002
- Member of the Technical Advisory Board of the Prototype Carbon Fund of the World Bank. 1999-2001
- Envisioned and helped to establish national climate change programs in Guatemala, Panama, Colombia, Argentina, Ecuador, Honduras, El Salvador and the Dominican Republic. 1998-2007
- Designed and performed capacity building activities for over five hundred professionals in Latin America of the public and private sectors, as well as from civil society. 1995-2003

### **Collaboration with private sector and civil society**

Active and long-standing leadership in pioneering private sector companies and NGOs:

- For C-Quest Capital identified a portfolio of ground-breaking investment possibilities with high returns and broad social impact. 2008 -10
- At ENDESA Latinoamérica, and in collaboration with national governments and academic institutions, supervised the development of high growth-low carbon development plans for five countries in South America. 2008 -10
- At the Carbon Rating Agency, developed methodology to rate the risk of programmatic CDM activities. 2008 -10
- Member of the Carbon Finance Working Group of Project Catalyst, initiated by Climateworks, a new foundation endowed by the Packard, Hewlett and McKnight Foundations, and supported by McKinsey. 2008
- Board of Directors of the Voluntary Carbon Standard (VCS), non-profit organization leading the voluntary market of emission reductions. 2008-10
- International Member of the Academy of Sciences, Dominican Republic. 2007
- Advisory Senate of the ICE Organization Limited, first credit card to neutralize carbon emissions of user's purchases. 2007-10
- Board of Directors and Trustee, Winrock International, a mission-driven international NGO with a budget of \$50 million and an endowment of \$60 million. Chair of the Governance Committee and Member of 2005-10

the Executive Committee.

- Board of Directors, International Institute for Energy Conservation. 2006-08
- Member of the Development Dividend Task Force, International Institute of Sustainable Development, Canada. 2005-08
- Invited member of the Clinton Global Initiative. 2005-06
- Board of Trustees of the Fundación para el Desarrollo de la Cordillera Volcánica Central (FUNDECOR), Costa Rican non-profit organization with an endowment of \$15 million, and recipient of the 2001 King Baldwin Award. 1999-10
- Board of Directors of the Caribbean Conservation Corporation (CCC). 1999-2003
- Leader of the Climate Change Working Group, Expert Group on Environment, Global Governance Initiative, World Economic Forum. 2003
- Advisory Board of the Organization of Tropical Studies (OTS), Duke University. 1998-2000
- Vice President, Foundation for Central American Management Education (INCAE), in association with Harvard University. 1998-2001
- At the US Export Council for Renewable Energy, promoted hemispheric policy measures to advance the use of renewable energy technologies in Latin America. Developed coordination mechanisms among various US and Latin American agencies active in the field. Close working relationship with the governments and private sectors of Chile, Peru, Argentina, Mexico and Central America. 1994-96

### Communication skills

- Frequent public speaker and widely published author
- Presentations at the World Bank, Inter American Development Bank (IDB), Corporación Andina de Fomento (CAF), OECD, Carbon Expo, International Energy Agency (IEA), LAC Carbon Forum, Economic Commission for Latin America and the Caribbean (ECLAC), AVINA Foundation, Point Carbon, Environmental Finance, International Emissions Trading Association (IETA), etc.
- Lectured at numerous academic institutions including Yale University, University of Chicago, Georgetown University, College of William and Mary, Johns Hopkins University.
- On-camera expert for "Environmental Science for Students," an educational series for Advanced Placement high school students produced by Schlessinger Media, Philadelphia, PA.
- Trained and authorized by Al Gore to deliver his presentation *The Inconvenient Truth*.

### SELECTED PUBLICATIONS

(For full access to publications please refer to [www.figueresonline.com](http://www.figueresonline.com))

"A Post-2012 Vision for the Clean Development Mechanism", Chapter 26 co-authored with Charlotte Streck in the book Legal Aspects of Carbon Trading: Kyoto, Copenhagen and Beyond, Oxford University Press, 2009.

"The Evolution of the CDM in a post-2012 Climate Agreement", co-authored with Charlotte Streck, Journal of Environment and Development, Vol. 18, Number 3, September 2009

"Enhanced Financial Mechanisms for Post-2012 Mitigation", co-authored with Charlotte Streck, Policy Research Working Paper, WPS 5008, for World Development Report 2009, World Bank.

"LAC's Potential Contribution to Global Mitigation Efforts", co-authored with Pablo Fajnzylber, chapter 4 in the

- book Low Carbon, High Growth, Latin American Responses to Climate Change, World Bank, 2009.
- "Moving Beyond the First Generation of Emission Reductions"*, background paper for the World Bank's Latin American Flagship Report on Climate Change, 2008.
- "Study on the potential use of micro financing in support of CDM projects in LDC countries"*, co-authored for DANIDA. 2009.
- "No Bastan los Esfuerzos del Sector Energia"*, Revista Ambientico, Universidad Nacional de Costa Rica, Febrero 2008
- "Tuning the Instrument"*, prepared for UNEP's Governing Council meeting. Published in UNEP's *Our Planet* magazine, February 2008.
- "The Bali Batik: Design Options for the post 2012 Climate Regime"*, Sustainable Development and Human Settlements Division of the Economic Commission of Latin America and the Caribbean (CEPAL), Santiago de Chile, 2007.
- "Scaling Up Demand –Side Energy Efficiency Improvement Through Programmatic CDM"* co-authored with Michael Phillips, for the Sustainable Development Network of the World Bank. ESMAP Technical Paper 120/07 December 2007.
- "Potential and Barriers for End-Use Energy Efficiency through Programmatic CDM"*, co-authored with Miriam Hinojosa, Chia-Chin Cheng, Xianli Zhu, Jorgen Fenhann, and Francisco Avendano, CD4CDM Working Paper Series, Working Paper No. 4, UNEP Risø Centre, Denmark, September 2007.
- "From Tons to Trends"*, Chapter in Global Environmental Governance, Perspectives on the Current Debate, Lydia Swart and Estelle Perry eds., Center for UN Reform Education, New York, May 2007.
- "Achieving GHG Emission Reductions in Developing Countries Through Efficient Lighting Projects in the CDM"*, co-authored with Martina Bosi, an analysis of the methodological issues of structuring efficient lighting efforts as programmatic CDM projects, for the Carbon Finance Unit of the World Bank. November 2006.
- "Policies and Programs in the CDM"*, co-authored with Erik Haites, analysis of the potential of the COP decision on CDM programs, for the International Institute of Sustainable Development, Canada. International Institute for Sustainable Development (IISD), Canada, 2006.
- "El Cambio Climático y el Mecanismo de Desarrollo Limpio: Retos y Oportunidades para la República Dominicana"*, Revista GLOBAL Vol. 4, No. 14, Enero/Febrero 2007.
- "Programmatic CDM Project Activities: Eligibility, Methodological Requirements and Implementation"*, with Margaree Consultants and Eenergy International. Study for the Carbon Finance Business Unit of the World Bank, November 2005.
- "Sectoral CDM: Opening the CDM to the yet Unrealized Goal of Sustainable Development"*, International Journal of Sustainable Development Law and Policy, McGill University, Montreal, Canada. December 2005
- "Navigating the COP/MOP"*, co-authored with Helena Olivas and Frederic Gagnon-Lebrun. Eco Resources International and the Helios Centre. Montreal, Canada. December 2005
- "Mettre en Place une Autorité Nationale Désignée pour le MDP: Pourquoi et comment?"*, co-authored with Helena Olivas. A practical guide for the establishment of DNAs in francophone developing countries. Institut de l'Énergie et de l'Environnement de la Francophonie. Quebec, Canada 2005
- "Institutional Capacity to Integrate Economic Development and Climate Change Considerations: An Assessment of DNAs in Latin America and the Caribbean"*, Inter American Development Bank. 2004.
- "Capacity Challenges and Future Commitments under the Climate Convention"*, co-authored with Kevin Baumert and Stephane Willems. Chapter 8 in Climate Policy for the 21<sup>st</sup>. Century. Johns Hopkins University. 2003
- "Evolving to a Sector-Based Clean Development Mechanism"*, Chapter 4 of the book Building on the Kyoto Protocol: Options for Protecting the Climate, co-authored with Joseluis Samaniego. Published by the World

Resources Institute, Washington DC, 2002.

“Climate Change: National Interests or a Global Regime?”, Chapter X of the book *Global Environmental Governance: Options and Opportunities*, co-authored with Maria Ivanova. Yale Center for Environmental Law and Policy. 2002.

“La Zona Fronteriza Perú-Ecuador: Su Potencial para Participar en el Mercado Internacional de Reducción de Emisiones”, study prepared for the Inter American Development Bank, August, 2002.

“The Ethics of Global Climate Change”, lecture by invitation of the Ethical Society, Washington DC, April, 2000.

“De-carbonization of the Economy: A visible trend”, UNEP’s *Our Planet Magazine*, Volume II, Number I, 2000.

Latino América frente a las negociaciones de la Convención de Cambio Climático. [www.csdanet.org](http://www.csdanet.org). Feb, 2000.

LAC Region Participation in the International Carbon Market. [www.csdanet.org](http://www.csdanet.org). January, 2000.

Seeking a Competitive Advantage for Central America in Selling and Marketing Greenhouse Gas Reductions: Recommendations based on a survey of potential investors. [www.csdanet.org](http://www.csdanet.org). May, 1999

“*The Clean Development Mechanism, Draft Working Papers*”, published by World Resources Institute, Washington DC. October, 1998