

**Curriculum Vitae**

1. Timeline

█	Born in San José, Costa Rica. Costa Rica and Swiss national.
█	Graduated from Humboldt (German) High School, San José, Costa Rica.
█	Bachelor in Economics, Bonn University, Germany.
█	Master in Economics, Hamburg University, Germany with focus on Public Finance and Development Economics.
1983-84	Banking Internships at the Kreditanstalt fuer Wiederaufbau (KfW), Frankfurt; Deutsche Entwicklungs Gesellschaft (DEG), Cologne; German Bundesbank, Frankfurt; Commerzbank, Hamburg; and the IMF in Washington DC.
1984-86	Economist, Agency for Export and Investment Promotion (MINEX), Costa Rica
1988	Masters in Public Administration, John F. Kennedy School of Government, Harvard University. Focus on public finance and environmental economics. Various research assistant positions at the HIID, International Tax Program and Kennedy School 1987-88.
1989-90	Consultant with McKinsey & Co., Switzerland (Banking, Aluminum and Construction Materials)
1991-2000	HOLCIM, Switzerland, Various executive positions for LAC region and Trading operations. From 1995-2000 VP for Business Development (Ready Mixed Concrete and International Trading US, Caribbean and northern Latin America regions) for HOLCIM, Venezuela
2001-2008	Founder and Managing Partner of GeoDevelopments, Costa Rica: Consulting projects in Climate Change and Adaptation, CO2 emission reductions, carbon sequestration and reforestation, land use and land use change entitlement projects for various developers and NGOs.
2009-2014	Commissioner for the newly created telecom regulatory agency for Costa Rica (SUTEL). Representative of SUTEL at COMTELCA, Regional Treaty for Central American Regulators, Representative of Costa Rica to the Governmental Advisory Committee of ICANN, and various ITU & CITELE meetings. 2011 Co-founder of the Costa Rica ISOC Chapter
2012	<i>pro tempore</i> Chairman of SUTEL
2013	<i>pro tempore</i> Chairman REGULATEL (Latin American Association of Telecom Regulators). Member of ICANNs 2nd Accountability and Transparency Review Team (ATRT2)
2014-2015	Chairman Internet Society (ISOC) Costa Rica Chapter. Advisor to Puerto Rican Regulatory Agency for REGULATEL. Advisor to Industry Canada for CITELE. NomCom Member to the Generic Names Supporting Organisation (GNSO) Council. Invited expert to the Global Cyberspace Cooperation Summit V (East West Institute and German Foreign Office).

2. Multicultural and international management experience

My professional career started in the public sector. After my Master's degree in Economics at the Hamburg University in 1983, I had the opportunity to spend a full year as trainee in different financial institutions, including development financing entities like KfW and DEG. In 1984-86 I worked as Economist for the Government of Costa Rica in the startup of a newly created and financed by development aid, agency for export and investment promotion which was eventually to become today's very dynamic International Commerce Ministry. This allowed me to work on debt rescheduling during the first financial crisis in the 80s, with a small group of financial professionals from different public institutions and the Finance Ministry. Fascinated by the multilateral development financial sector I then moved on to study at Harvard, where in 1988 I obtained a Master's Degree in Public Administration. While at Harvard I had the opportunity to do consulting work with various academics on public finance, taxation, energy and Environmental issues in Central America and the USA.

At the time I recognised problem solving had to be done under the same strict and consistent analytical framework for either public or private entities. So it came as a natural step when in 1989 I moved to work in strategy consulting for McKinsey & Co. in Switzerland for various Swiss clients, instead to an international financial public organisation as I had planned. After two years with McKinsey I joined the corporate management of one of its clients, the Swiss building materials conglomerate HOLCIM. The change from the corporate strategic consulting, to really management challenges to grow the business through late investment projects, as well as mergers and acquisitions in Latin America was a fascinating professional leap, allowing me to put into practice many business concepts learned at school and at McKinsey. The following decade I was directly involved with HOLCIM's incipient worldwide trading and maritime logistics operations, eventually taking direct responsibility of its Venezuelan subsidiary export operations in 1995, so I could be on site for merger negotiations with another Venezuelan firm. After the successful merger export more than doubled and a full integration of maritime facilities and clients was performed under my responsibility, following with acquisitions and integration other Ready Mixed Concrete and Stone operations across the Caribbean market. By the year 2000 the division I headed operated in three languages, from South Florida, Dominican Republic, the Eastern Caribbean, Guyana, Surinam and French Guayana, with about 120 staff in total, 3 vessels and moved more than a million tons of cement and invoiced over 75 Million dollars. By then the corporation had integrated its financial systems not one single SAP platform for the whole Latin American region and the search for operational efficiencies was a permanent responsibility. I was also involved with the environmental issues linked to extractive and energy-intensive processes of the cement production, as well as other competition and international trade issues, such as anti-dumping and anti-trust procedures in various countries, as I had already a lot of experience from my early engagement in international commerce issues at the governmental level.

The next step within HOLCIM in 2001 required me to move and head one of the bigger logistics operations in Latin America, but for private reasons we decided to move back to Costa Rica, where I started to consult independently on energy and carbon emissions, crucial areas for the profitability of the cement industry. I won assignments for the cement industry and public agencies on CO2 emission reduction policies and Clean Development Mechanism projects. However, the international greenhouse emissions market developed under the United Nations Kyoto Protocol (UNFCCC), never took off effectively. Neither did the European trading system. From 2005 to 2008 I also had various contracts for environmental impact and land use change entitlements for private investors in Real Estate Developments in the coastal areas of Costa Rica, which I approached in team

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building groups with professionals of different backgrounds and by 2008 my consulting company had grown to 5 permanent professionals .

In 2008 came another big turn in my professional life, as Costa Rica had to open up its telecommunications market to competition and private investment, part of the Free Trade Agreement with the USA, Central America and the Caribbean Republic. I found myself again in the public sector as in December 2008 I was confirmed by Costa Rica's Parliament, as one of three initial Commissioners of the newly created telecom regulatory agency (SUTEL) for a five year term. During the initial years of the new regulatory agency in Costa Rica, I had the opportunity to quickly gain a deeper understanding of the industrial structure and social relevance of modern communication networks, as well as their economic and governance challenges.

Sharing the responsibility with my 2 fellow Commissioners (one a systems, the other civil engineer) we had not only to work by consensus, but to start the new agency from scratch both financially and staff wise. Initially, we got support from the public utility regulators and from the spectrum administration, 12 staff in total. And with just a budget on paper, that we had to finance by levying fees from the existing public telecom companies and ISPs, we had to take the first steps to open the local telecom market to private investment and international competition. Having arrived to this challenge in the age of the internet, even before new wireless operators had initiated their activities in 2012, we had ordered the incumbent operator to open international access to submarine cables for local ISPs, allowing for increasingly competitive Internet access rates since 2010. In 2011 we held the first spectrum auction ever in Costa Rica raising up to 200 million dollars in the process, and later that year two multinational wireless mobile operators started competing with the state owned operator. For the first three years as a Commissioner I also lead SUTEL development of the Universal Broadband Access Program in Costa Rica through a trust fund holding the auction proceeds, initially focusing on rural broadband coverage projects.

Starting up a second public agency in Costa Rica was not as easy as the first time, when we had generous support of USAID. Administratively we relied during the first two years of operations on the Public Utility Authority (ARESEP). But by January 2012, when based on a rotation principle I chaired the SUTEL Commission, the organisation had grown to about 50 staff and we took all administrative issues under our direct responsibility, including strategic planning and budgetary issues, collecting fees from the regulated companies and the implementation of our own investment plans, including the international procurement for a 24/7 fixed and mobile monitoring system for spectrum usage and number portability system. Through our own human resource searches, we grew and trained our young professional staff to the planned size of about 100, with three sources of income depending on the responsibilities (regulatory, spectrum and universal access) and a yearly administrative expenditure budget over USD 24 million (excluding universal access projects), and we had made good progress in the full digitisation of all internal procedures and registry functions as I finished my term early in 2014.

Although SUTEL is a national agency, I also had great opportunities to expand my work and experience internationally through the telecom and internet sector. Mid 2012 I had to take earlier than expected from my Colombian Regulator colleague, the responsibility to organise the annual meeting 2012 of the Latin American Regulators Association (REGULATEL) as the incoming 2013 Chair. During my tenure in 2013 we did an in depth revision of the by-laws and a new work plan was developed. During ITU's Global Symposium of Regulators in Warsaw (GSR13) the formal BEREC - REGULATEL session counted an all-time high of 24 representatives from Latin American and European agencies. For the annual meeting in November 2013, the new by-laws were

accepted, a MoU with our European Peers (BEREC) was formally signed and a new Board of three member countries (Argentina, Puerto Rico and Costa Rica) was elected, greatly raising the profile and regional public interest in REGULATEL, which today includes 23 national regulatory agencies of Latin America and the European Union (Italy, Portugal and Spain).

### 3. Experience with multi-stakeholder governance models and challenges ahead

I have had a rich and long experience in the multi-stakeholder governance of common resources, well before I came across Internet governance. Because my initial interest as an economist was on public finance, while at Harvard I also got to explore the economics of environmental issues in ways analogous to taxation and other type of externalities. It allowed me to develop, beyond a purely financial view of most economic and managerial issues, towards the impact evaluation of negative environmental externalities, specifically natural resource economics and the physical limitations we face in most physical growth processes. During more than a decade in construction materials, I was then involved from the management perspective with environmental issues linked to extractive and energy-intensive processes. And after 2000, I was able to build up on this previous experience through self study and personal motivation, teaming up with many other professionals in the analysis and proposals of CO2 emission reduction projects, as well as carbon sequestration and reforestation, including the multi-stakeholder certification process of forestry projects by the FSC. I worked as consultant for a wide range of clients in land planning, land development and proposed impact mitigation plans for Real Estate Development projects, which under Costa Rican law requires public consultations with neighbours, and other civil society stakeholders as a condition for the final entitlements. I had an effective role advising various large coastal development on land use change and their related environmental entitlements that required review and approval by local communities, as well as municipal and national authorities. In some cases the community groups had to be helped to become organised and many new ideas came out of those organisations, in themes as varied as garbage recycling with local youngsters and patrolling of beaches for the protection of certain species with foreign students. It gives me a strong confidence that only through this type of consensus building we can face the environmental and energy challenges ahead.

Furthermore my previous experience in addressing the impact of externalities in the natural resource area also proved to be valuable for my regulatory responsibilities. Since the opening of the telecom market in Costa Rica I have been actively and directly engaged in the growing and evolving world of Internet Governance, from the user, regulatory and public policy perspectives. One important part of the success story opening in Costa Rica was the integrity and independence that SUTEL demonstrated in its key decisions as well as the transparency of its public decision processes. It helped me in the first public auction for Spectrum allocation to private operators for the first time in Costa Rica. It also has been very valuable in my understanding and active participation in the complex issues of the multilingual enlargement of the Internet's Domain Names in the Internet Corporation of Assigned Names and Numbers (ICANN), which challenges the notion of other common resource assignments, as it has been developed under a purely bottom-up policy development process, with global multi-stakeholder participation in its accountability and transparency, first in its kind and effectiveness. I also had the opportunity to actively participate in the multi-stakeholder model of global internet governance, including ICANN's own second review mechanisms for accountability and transparency during 2013.

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Also my professional involvement with multiple stakeholders over the years, both in environmental and Internet Governance areas, has been highly creative and personally rewarding. I was able to quickly learn from, and to team effectively with many technical and engineering experts, academics and other civil society members with great empathy and in effective team work. In 2010 I founded, along with a group of friends, the local chapter of the Internet Society in Costa Rica and we had our first local INET by the end of the year. As of 2014 I participated in NETmundial Conference in Brasil, and was elected as our ISOC Chapter Chair, with the task to further involve our 200 plus local members in increasingly relevant Internet Governance discussions.

I consider myself very lucky as my professional development did not come as result of a traditional career path, but by personal and professional growth in the private and public sectors over 25 years. Under my managerial responsibilities I often dealt successfully with the differing interests of communities, public policy and the responsibilities of private businesses in environmental and technologically relevant sectors. These accumulated experiences, in the private and public sector and in a multicultural environments have allowed me to become a skilful negotiator, consensus-builder and a leader.