

ANTONIO VIVES

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Currently

- Principal Associate at Cumpetere, a consulting firm on Infrastructure Finance, Sustainable Development and Corporate Social Responsibility. Washington.
- Adjunct Professor, Infrastructure Finance, Stanford University (since 2008).
- Member of the Sustainability Advisory Council of multinationals CEMEX (since 2009) and formerly of Abengoa (2011-2015).

Institutional membership

- Former member of the Public Infrastructure Advisory Committee of the State of California (2010-2013)
- Former member of the Steering Committee of the Global Initiative for Sustainability Ratings (2013-2014)

Consulting and academic work (since 2008)

- Peer reviewer for major journals on infrastructure finance and corporate social responsibility.
- Ph.D. Thesis Advisor to Civil and Environmental Engineering students at Stanford University
- Corporate Social Responsibility Strategy for the European Investment Bank
- Code of Ethics and Governance for the European Investment Bank
- Assessment of the project evaluation system for the National Planning Office of Colombia
- Strategy for enhancing the social and environmental impact of infrastructure projects for the Andean Development Corporation.
- Position paper of the Economics and Finance of Water and consulting work on water subsidies for the World Bank.
- Impact evaluation of the Sustainability Index of the Brazilian Stock Exchange for the International Finance Corporation, IFC.
- Creation of an award for entrepreneurship in Latin America.
- Advisory work on Sustainability for multinationals in mining, air transport, telecoms, cement, energy and beverages.
- At Stanford, participated in executive development courses and seminars on infrastructure finance and corporate social responsibility.
- Created and conducted online courses on Infrastructure Project Evaluation
- Published dozens of refereed papers on infrastructure finance and corporate social responsibility and write a popular blog on CSR in Spanish speaking countries (www.cumpetere.blogspot.com)

- Wrote seven books on Corporate Social Responsibility, in Spanish and two on financial analysis.
- Program for Strategic Philanthropy for Development Initiative for the Inter-American Development Bank.
- Strategy for the promotion of Corporate Social Responsibility in a Mexican state.
- Lectured at over a hundred international conferences on CSR and Infrastructure Finance.
- Lecturer at several universities in the US, Latin America and Spain.
- Inter-American Development Bank award for the promotion of CSR in Latin America.

At the Inter-American Development Bank in Washington D.C (1979-2007)

Highlights

- Public recognition for leadership in promoting Corporate Social Responsibility in Latin America.
- Manager in a policy, strategy and research department on sustainable development in developing countries.
- Vice-Chairman, Investment Committee of the Staff Retirement Plan (over US\$2.5 billion in assets). Member for 25 years, Vice-Chairman for 18 years.
- Task Leader for Corporate Social Responsibility and Business Climate Initiatives
- Creator and Chair of the Organizing Committee for the first six Inter-American Conferences on Corporate Social Responsibility.
- Led the preparation of the Sustainable Energy and Climate Change Initiative
- Led the preparation of the first and second Sustainability reports for the Bank
- Author or co-author of the Energy Policy, Private Sector Development Strategy, Financial Markets Development Strategy, Financial Intermediation Policy and International Trade Finance Facility for the IDB. Negotiated approval with the Board of Executive Directors.
- Lead teams of researchers in the production of strategies, policies, books and papers on best practices on international development of financial markets, infrastructure and small and medium enterprises and in the development and dissemination of lessons learned in the design and execution of projects.
- Author of many papers (some listed at the end), and a book on Corporate Social Responsibility in SMEs.
- Investment and operations officer in dozens of infrastructure and financial markets projects.
- Member of the Camdessus' and Gurria's international panels on Water Finance.
- Lead Task Forces on Trade Finance and on the revamping of the independent Evaluation and Oversight system of the Bank.
- Speaker in over 100 international conferences and meetings. Highly regarded public speaker.
- Organized no less than 20 international conferences.

- Organized 6 Western Hemisphere Ministerial meetings on Financial Markets and Infrastructure issues.

Managerial Positions

- **Manager**, Sustainable Development Department, Dec. 2005-June 2007. Technical department in charge of research on best practices and preparation of Bank-wide strategies and policies for activities in the countries of Latin America and the Caribbean on most issues related to development. Also responsible for quality enhancement of Bank operations, representation in international fora and international institutions, production of publications on best practices, advice to the rest of the Bank and to governments on policy and project preparation, among other technical activities. Over 150 professionals, expenditure budget of over US\$20 million.
- **Deputy Manager**, Infrastructure, Financial Markets and Private Enterprise. Sustainable Development Department. Sept. 1997-Dec. 2005. Areas of direct responsibility were Infrastructure (Project Finance), Financial Markets and Micro, Small and Medium Enterprises (two Divisions). Since January 2002 also supervise the Environment Division.
- During all of 2000, **Manager, *ad interim***, Sustainable Development Department.
- **Division Chief**, Infrastructure and Financial Markets. Sustainable Development Department. September, 1994-September, 1997.

Led the preparation of the Financial Market, Capital Markets, Small and Medium Enterprises strategies and the Public Utilities Policy of the Bank. Led the preparation of many international conferences, applied research and publication and quality enhancement of operations in private infrastructure and financial markets.

- **Division Chief**, Country Operations. Operations Department. March, 1991-September, 1994 and March, 1989-December, 1989.

In charge of preparing and processing loans and grants in all sectors and developing the Bank strategy in given countries. Countries covered in this time frame included Argentina, Panama, Paraguay, Mexico, Chile and Peru.

- **General Consultant (Chief of Staff)**. Operations Department. January, 1990-March, 1991.

Coordinated IDB operations programming and the production and interpretation of IDB's operational policies. Also in charge of the Office of the Manager (Chief of Staff) and the Procurement Unit of the Bank (policy, procedures and dispute resolution for procurement under Bank projects),

Professional Positions

- **Country coordinator.** Operations Department. January 1983-March 1989.
In charge of managing the country program (preparation, processing, management) of loans and grants in Argentina (1984-1989) and Nicaragua (1983-1984).
- **Investment Officer.** Operations Department. June 1979-December 1983.
In charge of preparation, processing and management of equity investments in small enterprises (venture capital).

Academic institutions

- Invited professor at Universidad de los Andes, Bogotá, Colombia, Universidad del Pacífico and Pontificia Universidad Católica del Perú, Lima.
- Consulting professor, Civil and Environmental Engineering Department, Stanford University (2007-present). Infrastructure Finance.
- Adjunct Professor. MBA Programs of Virginia Tech (in Northern Virginia, Sept.1981- May 1984) and George Washington University (Sept. 1979-May 1981). Taught Corporate Finance, Investments, Capital Budgeting.
- Visiting Professor. Carnegie Mellon University. January-June 1979. Taught Cases in Corporate Finance and Working Capital Management.
- Assistant and Associate Professor. *Instituto de Estudios Superiores de Administración*, (Graduate School of Business) in Caracas, Venezuela. September 1975-December 1978. Taught Decision Theory, Quantitative Methods, Corporate Finance, Accounting, Capital Markets, Portfolio Theory and Capital Budgeting.
- Assistant Professor. Universidad Simon Bolívar in Caracas, Venezuela. September 1972-July 1973 and September 1975-July 1976. Taught Corporate Finance and Capital Budgeting.
- Teaching Assistant at Carnegie Mellon University. September 1974-June 1975. Taught Corporate Finance.

At other institutions

- Refinery Engineer. Royal Dutch Shell, Cardón Refinery, Venezuela. 1968-1970.
- Member of the Committee of Experts in Corporate Social Responsibility at Fundación Carolina, Madrid (2008-2011)
- Member of the Board of Trustees of the International Business Leaders Forum (Americas), (2009-2011).

Recent Major Publications

Books

Una Mirada Crítica a la Responsabilidad Social de la empresa en Iberoamérica. Volumen IV, Cumpetere, 2017.

Gestión de la responsabilidad de la empresa ante la sociedad, Universidad Simón Bolívar, Barranquilla, 2015

Una Mirada Crítica a la Responsabilidad Social de la empresa en Iberoamérica. Volumen III, Cumpetere, 2015.

Una Mirada Crítica a la Responsabilidad Social de la empresa en Iberoamérica. Volumen II, Cumpetere, 2013.

Una Mirada Crítica a la Responsabilidad Social de la empresa en Iberoamérica. Cumpetere, 2011.

Responsabilidad Social de la Empresa en América Latina: Manual de Gestión. Inter-American Development Bank, Washington, 2011.

La Responsabilidad Social de las Empresas: Enfoques ante la crisis. Fundación Carolina, 2010.

Financial Structuring of Infrastructure Projects in Public-Private Partnerships: An Application to Water Projects, Inter-American Development Bank, 2006. With several co-authors. In English and Spanish.

Responsabilidad Social de la Empresa en las PyMEs de Latinoamérica. Inter-American Development Bank, 2006.

Evaluación Financiera de Empresas: El impacto de la devaluación y la inflación. Editorial Trillas. Sixth Edition, 2014. Textbook for upper-level undergraduate and MBA programs on financial analysis of corporations. In print since 1983.

Major Articles

Since 1996, not including newspaper articles and other minor publications. For a copy of most of them see my website <http://www.cumpetere.com/>. For shorter articles on corporate social responsibility (over 400), see my blog www.cumpetere.blogspot.com

La empresa responsable del futuro, en *Nuevos caminos de la responsabilidad social y empresarial* (anales del XXV Seminario Permanente) 2017, Fundación Etnor, Valencia.

Book review: *Creating Value in Nonprofit-Business Collaborations: New Thinking and Practice*, by James E. Austin and M. May Seitanidi. *Revista sobre Responsabilidad Social de la Empresa*, Number 22, Jan-Apr 2016. Fundación Luis Vives, Madrid.

Derechos Humanos para empresas normales y corrientes, en ¿Para qué sirve realmente la ética en la empresa? (Anales del XXIII Seminario Permanente), 2015, Fundación Etnor, Valencia.

Exploratory analysis of public perceptions of innovative financing for infrastructure systems in the U.S. with Ali Mostafavi and Dulcy Abraham, *Transportation Research Part A Policy and Practice*, 70, November 2014.

Guías para la Responsabilidad Social en las PyMEs: Efectividad de herramientas de autoevaluación. *Globalización, Gobernabilidad y Competitividad*, Vol 8, No. 2, May-Aug. 2014.

Book Review: Responsabilidad Social de las Organizaciones, by Yolanda Sanchez-Urán Azaña and María Amparo Grau Ruíz in *Revista sobre Responsabilidad Social de la Empresa*, Number 17, May-Aug 2014. Fundación Luis Vives, Madrid.

CSR in SMEs: Analysis of Donor-financed Management Tools, with Peter Lund-Thomsen and Dima Jamali. *Social Responsibility Journal*, Vol. 10, No. 4, 2014.

Empleo y emprendimiento como responsabilidad social de las empresas, *Globalización, Competitividad y Gobernabilidad*, Vol. 7, No. 3, Sept-Dic 2013.

Primer on Water Economics and Primer on Water Finance, with Paulina Beato, Chapters 6 and 7 in *Investing in Water for a Green Economy: Services, Infrastructure, Policies and Management*. Mike Young and Christine Esau, editors, Routledge, 2013.

Is Socially Responsible Investment possible in Latin America? *The Journal of Corporate Citizenship* - Issue 48, Greenleaf, Sheffield, UK., 2013.

Book Review: *What Money Can't Buy: The Moral Limits of Markets* by Michael J. Sandel Farrar, Strauss and Giroux. Nueva York, 2012 in *Revista sobre Responsabilidad Social de la Empresa*, Fundación Luis Vives, Madrid. Number 12, Sept-Dec. 2012.

Cuarto Sector: Hacia una mayor Responsabilidad Social Empresarial, *Revista sobre Responsabilidad Social de la Empresa*, Fundación Luis Vives, Madrid, number 12, Sept.-Dec. 2012.

Sustainability indices in emerging markets: Impact on responsible practices and financial market development, with B. Wadhwa, *Journal of Sustainable Finance and Investment*, Vol. 2. No.3, 2012

Compartir el Valor Creado versus Crear Valor Compartido: Diferentes estrategias, diferentes implementaciones, diferentes resultados, *Revista de Responsabilidad Social de la Empresa*, No. 10, Fundación Luis Vives, Ene-Abr. 2012.

Book Review: Negocios inclusivos: Iniciativas de mercado con los pobres de Iberoamérica by Patricia Márquez, Ezequiel Reficco y Gabriel Berger, Editores. Banco Interamericano de Desarrollo, 2010, in *Revista sobre Responsabilidad Social de la Empresa*, Fundación Luis Vives, number 7, Jan-Apr 2012.

Retos para las estrategias de responsabilidad de las empresas multinacionales, en *La Responsabilidad Social Corporativa y sus Actores: Mitos y Desafíos de la RSE*, Helena Ancos, coordinador, Universidad Complutense de Madrid, 2011.

Latin America, with E. Peinado. A Chapter in *The World Guide to CSR: A Country-by-Country Analysis of Corporate Sustainability and Responsibility*, Wayne Visser and Nick Tolhurst editors, Greenleaf, 2010.

Estrategias de Responsabilidad Social local en un contexto global: Empresas multinacionales en América Latina, *Revista de Responsabilidad Social de la Empresa*, No. 3, Fundación Luis Vives, Sept-Dic. 2009.

Selecting infrastructure delivery modalities: No time for ideology or semantics”, *Journal of Construction Engineering and Management*, April 2009. With Juan Benavides and Angela Paris.

Responsible practices in small and medium enterprises, Chapter 8 in *the Gower Handbook on Corporate Governance and Corporate Social Responsibility*, 2010.

Empresa privada, desarrollo y los Objetivos de Desarrollo del Milenio: Ampliando la visión, chapter in *¿Pueden las empresas contribuir a los Objetivos de Desarrollo del Milenio?*, Maria Prandi and Josep Lozano, eds., ESADE, Barcelona, 2009

Hasta donde llega la Responsabilidad, chapter in *Nombres Propios 2008*, Fundación Carolina, Madrid. 2009.

El papel público del sector privado, chapter in *Hacia la concertación público-privada para el desarrollo de América Latina*, Fernando Casado, ed., Fundación Carolina, Madrid, 2008.

¿Es nuestra Responsabilidad?, *Harvard Business Review America Latina*. April 2008

Corporate Social Responsibility: The Role of Law and Markets. *Chicago-Kent Law Review*, Vol. 83, No. 1, 2008.

El papel de la RSE en América Latina: Diferente al de Europa? in *América Latina, España y la RSE: Contexto, Perspectivas y Propuestas*, Ramón Jáuregui, ed., Fundación Carolina, Madrid, 2008.

Financial Structuring of Infrastructure Projects in Public-Private Partnerships: A tool for designing feasible structures. In *Public-Private Partnerships*, Euromoney Books, 2008.

Un buen negocio para todos. Proceedings of the IV Inter-American Conference on Corporate Social Responsibility, Inter-American Development Bank, 2007. With Estrella Peinado.

¿Quién es responsable de la responsabilidad? Proceedings of the III Inter-American Conference on Corporate Social Responsibility, Inter-American Development Bank, 2006. With Estrella Peinado.

Social and Environmental Responsibility in Small and Medium Enterprises in Latin America, *Journal of Corporate Citizenship*, Number 21, January 2006. Reproduced in Vol I of Corporate Social Responsibility, Crane, A., and Matten, D., Editors, Sage Publications, 2007.

Deeds not Words, Proceedings of the II Inter-American Conference on Corporate Social Responsibility, Inter-American Development Bank, 2006. With Estrella Peinado.

The Role of Multilateral Development Institutions in Fostering Corporate Social Responsibility”, *Development*, Vol. 47, number 3, October 2004.

CSR as a Competitiveness Tool, Proceedings of the I Inter-American Conference on Corporate Social Responsibility, Inter-American Development Bank, 2004. With Estrella Peinado.

“Alliances for Development: Proceedings of The Americas Conference on Corporate Social Responsibility”, Inter-American Development Bank, 2003. With Amy Heinecke.

Private Infrastructure Investment at the Subnational Level: Challenges in Emerging Economies, with Paulina Beato. *The Journal of Project Finance*. Summer 2000.

El Sector Energético en el umbral del Siglo XXI: Tendencias y Retos, with Jaime Millán, in *Energía en el Nuevo Milenio*, Club Español de la Energía, Madrid, 2000.

Pension Funds in Infrastructure Project Finance: Regulations and Instrument Design, *The Journal of Project Finance*, Summer 1999.

Infrastructure Finance Directory 1999, 1998 and 1997 published by the Inter-American Development Bank.

“Private Infrastructure: Ten Commandments for Sustainability“, *The Journal of Project Finance*, Spring 1997. One of their best selling reprints. Spanish version reprinted in three books.

Financial Intermediation and Policy-based Lending: Policy Recommendations for Latin America and the Caribbean, with Kim Staking, in *Policy-based Finance and Market Alternatives*, Inter-American Development Bank, 1997.

Roles for the Private Sector, Governments and Multilateral Creditors in Latin American Private Infrastructure, with Martin Chrisney. *Project Finance International*, Americas Market Report, Spring 1996.

Private Sector Participation in Infrastructure: Risk, Fiscal and Efficiency Issues in Public-Private Arrangements for the Provision of Services”, with Paulina Beato, Spring 1996 issue of *Infrastructure*. Reprinted in *The Economics of Public Private Partnerships*, Edward Elgar Publishing, 2004. Reprinted as Esquemas publico privados para la provisión de servicios de infraestructura in *Presupuesto y Gasto Publico*, Vol. 45, No. 4, Madrid, 2006

Education

- Ph.D., Corporate Finance and Capital Markets. Carnegie Mellon University, Pittsburgh, 1975.
- Master of Science, Industrial Administration (MBA). Carnegie Mellon University, Pittsburgh, 1972.
- Chemical Engineer, Universidad Central de Venezuela, Caracas, 1968.

Languages

Fluent English and Spanish (speak, read, write), very good Italian and Catalan (speak and read) and understanding of Portuguese and French.

Personal

Spanish and US citizen.