

Carla Noriega

Associate

**Bar Admissions**

Peru

Languages

Spanish, English

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AREAS OF EXPERTISE

- Commercial Arbitration

PROFESSIONAL PRACTICE

Carla focuses on investor-State and commercial arbitration, with significant experience in structuring and execution of both public and private infrastructure projects.

She has advised clients in high-value disputes arising from investment projects across Latin America, particularly in the construction, energy, transportation, mining, and oil and gas sectors. Carla also has experience in ESG-related matters and has represented parties in complex international arbitrations under a wide range of institutions, procedural rules, and treaties. In addition, she has acted in construction and engineering disputes before Dispute Adjudication Boards (DABs).

Before joining Adell & Merizalde, Carla worked at top-tier law firms in Panama City, Washington D.C., and Lima. She has also lectured on Civil Procedure Law at the University of Lima.

Carla is qualified in Peru. She holds a law degree from the University of Lima (Peru) and an LL.M. in International & Comparative Law, with a concentration in International Arbitration, from The George Washington University Law School (Washington, D.C.).

EDUCATION

- George Washington University, LL.M. in International & Comparative Law
- University of Lima, Law Degree

AWARDS & RECOGNITIONS

- Leaders League: Valuable Practice in Administrative Litigation in Peru

MEMBERSHIPS

- ESG Committee of ICC Peru
- ICC Young Arbitration and ADR Forum (ICC YAAF)
- Hispanic National Bar Association (HNBA)
- Colegio de Abogados de Lima
- Advocatus Law Journal
- GW Law Alumni Association

REPRESENTATIVE MATTERSInvestment arbitration (counsel)

- Advised a Chinese construction company on a potential ESG-related claim against a Central American State arising from a major transportation infrastructure contract.
- Part of the team that represented an investor in an ICSID arbitration against the Republic of Peru, arising from a concession contract, concerning delays and damages in the construction of a major railway infrastructure project.
- Part of the team that represented an investor in an ICSID arbitration against the Republic of Peru, under the Spain-Peru BIT, concerning restrictions on overseas dividend transfers in a gas project.

Commercial arbitration (counsel)

- Represents a telecom tower developer in a multi-party ICDR arbitration seated in New York against a financial institution concerning the performance and enforcement of a contract for the development of telecommunications infrastructure in Latin America. The amount in dispute exceeds US\$150 million.
- Represents a Central American construction company on potential contractual and construction claims arising from the development and handover of a major commercial mall project in Santo Domingo. The amount in dispute is to be determined.
- Represents a Latin American corporate group in a dispute concerning the enforcement of a shareholders' agreement.
- Represented a South American construction company in an ICC arbitration concerning the termination of an airport infrastructure contract in Central America, involving claims for lost profits and project cancellation damages.
- Advised a Central American State on potential contractual and construction claims brought by contractors and subcontractors in connection with a major rail infrastructure project.
- Advised a Colombian construction company on award recognition and enforcement proceedings in a Central American State related to a highway concession project.
- Part of the team that represented a French construction company in an international arbitration before the Lima Chamber of

Commerce arising from defective works, cost overruns, and additional works in a highway construction project in a South American State.

Selected Publications

- Chambers Global Practice Guide on Construction Law (Panama chapter, 2024).
- "Some Comments and Reflections on the Insurance Contract Law" (Peruvian Journal of Insurance and Reinsurance, Vol. 1, 2021).