

Training courses

6-7 APRIL 2014

IMPORTANT DATE: 15 FEBRUARY

Please register early! Courses will be cancelled if they do not reach the minimum number of paid participants by 15 February 2014.

In consideration of the trainers and their need to prepare appropriate quantities of course materials, registrants may not change courses after 19 March.

Reminder: *IAIA advises delegates to plan ahead: prepare and apply for visas and all other travel documents early.* Please apply for your visa at the same time as you send your conference registration to ensure that your visa is received in time for the conference.

ABOUT TRAINING COURSES

IAIA pre-conference training courses are presented primarily by IAIA members. The courses are open to all participants but require advance registration and payment.

IAIA14 pre-conference training courses will be held from 09:00 - 17:00 on Sunday, 6 April, and Monday, 7 April. The courses will be held at the congress center.

IAIA's 2-day courses cost US\$395. This fee includes course materials, light lunches, and coffee breaks. Participants in the training courses who are not registered for the IAIA conference will be assessed an additional US\$75 fee. Course fees must be paid in full before you will be enrolled in the training course.

Please register early! Courses will be cancelled if they do not reach the minimum number of paid participants by 15 February 2014.

Minimum/maximum class sizes are noted. If the training course for which you have registered does not meet the minimum number by 15 February, IAIA HQ will notify you and provide refund information or offer to transfer you to another course. ***Course registration after 15 February is possible but is subject to availability, instructor consent, and receipt of payment.***

If you must cancel, your course registration fee will be refunded minus a US\$75 administration fee and contingent upon a written notice of cancellation received in HQ by 19 March 2014. After 19 March, no refunds will be issued.

Check-in for the training courses will be available at the IAIA registration desk in the congress center at the following times:

- Saturday, 5 April • 15:00-17:00
- Sunday, 6 April • 07:30-10:00 and 14:00-17:00
- Monday, 7 April • 07:30

Name tags will be distributed at check-in and are required for admission to courses. Check-in the day before your course begins is encouraged.

For more detailed descriptions of the courses, including outlines of activities, listings of course materials, and background information on instructors, see the IAIA Web site (www.iaia.org > IAIA14).

STUDENT TRAINING COURSE FEE WAIVERS

A limited number of free training course registrations are available to student participants of IAIA14 once courses reach their minimum paid enrollments. If you are interested, please send your name, a 300-word statement of interest explaining how the chosen training course could contribute to your research or student career, and first and second course choices to impact@iaia.org by 7 March. Allocations of the free training course slots will be made by 14 March 2014, based on the order in which the requests were received and subject to instructor approval.

1 CUMULATIVE EFFECTS (IN SPANISH)

This one-day introductory course in Spanish on cumulative effects assessment (CEA) will involve a combination of practice training and discussion of real world case studies.

Course participants will gain the following:

- Grounding in CEA theory and practice
- Opportunity for open discussion and interchange in Spanish during training with knowledgeable CEA experts
- Exposure to CEA tools, particularly those relevant to Latin America such as Rapid Cumulative Effects Assessment
- Discussion of real world case studies in the Latin American context – challenges, what worked, what didn't
- Sharing of personal CEA experiences and practice

The morning of the course will be dedicated to a discussion of CEA theory, practice, methodologies and tools. The afternoon of the course will feature presentation and group discussion of CEA case studies that are drawn from the instructor's practical experience in Latin America.

Level:	Foundation to Intermediate
Prerequisites:	Basic knowledge of environmental impact assessment; some knowledge of cumulative effects beneficial but not necessary.
Language:	Spanish
Duration:	1 day (6 April)
Min/Max:	10-20
Instructors:	Miles Scott-Brown , Integrated Environments Ltd. (Canada) Juan D. Quintero , Senior Environmental Specialist, Independent consultant and advisor (USA)

2 CUMULATIVE EFFECTS AND FOLLOW-UP IN IMPACT ASSESSMENT

This intermediate/advanced level course has five purposes:

1. To summarize the state of professional practice regarding the conduct of the fundamental requirements of cumulative effects assessment and management (CEAM) within EIA processes.
2. To plan the accomplishment of the fundamental requirements for an actual proposed mining or hydropower project from Chile.
3. To illustrate the use of environmental sustainability considerations in determining the significance of cumulative effects.
4. To discuss adaptive management (and monitoring) as follow-up activities for large-scale proposals.
5. To summarize policy choices and collaboration approaches for the development of local and regional cumulative effects mitigation and management initiatives.

The premise of this course is that CEAM should be an integral part of, and not separate from, both in-country and international EIA processes. The fundamental requirements are focused on stepwise procedures associated with international best practice principles that guide CEAM professional practice. These procedures and related principles are addressed by identifying key valued ecosystem components (VECs), focusing on those for which CEAM is appropriate; delineating spatial and temporal boundaries for each of the VECs; describing historical baseline conditions and trends; establishing cause-effect linkages between past, present, and future actions and VECs; determining the significance of cumulative effects via the use of environmental sustainability principles; development of follow-up adaptive management programs based on six common elements; and development of project mitigation and regional management programs, as appropriate.

Attention will be directed toward practical approaches for management of cumulative effects, including the use of emissions trading, biodiversity or other offsets, collaborative planning, and existing or planned institutional policies and programs. Practical processes for both preparing and reviewing CEAM-related documents will be emphasized, along with presentations on workshop sessions involving interactive groups. Interchange of information and experiences by the participants will be encouraged within all methods of presentation. The anticipated learning outcomes are achieving a better understanding of the principles and practices of CEAM, and the ability to effectively apply them in study planning and implementation.

Level:	Intermediate/Advanced
Prerequisites:	Foundation training on EIA or CEAM (professional-level short course or University-level specific course or program); and/or minimum of 2 years in professional experience in planning and conducting EIA or CEAM for environmental impact studies.
Language:	English
Duration:	2 days (6-7 April)
Min/Max:	10-50
Instructors:	Larry Canter , Ph.D., Environmental Impact Training (USA) Bill Ross , Ph.D., University of Calgary (retired) (Canada)

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3 ENVIRONMENTAL IMPACT ASSESSMENT FOR PROJECT ENVIRONMENTAL MANAGEMENT (IN SPANISH)

This intermediate-level course conducted in Spanish is aimed at IA practitioners and academics interested in understanding the potential role of IA in project management, requiring a basic understanding of EIA. It starts by reviewing the state-of-the-art “environmental manager’s toolbox” and the opportunities of integrating environmental planning and management and ensuring a smooth transition between the planning phase (and the planning team) and the implementation phase, comprising construction, operation and, where appropriate, decommissioning.

Topics addressed include the preparation of environmental management plans, the components of effective follow-up and the role of follow-up tools, with an emphasis in environmental supervision of construction activities. Organizational learning opportunities for consultants, proponents and government agencies will be explored. Case studies of mining and civil works will be presented.

Learning outcomes will include understanding the role of environmental management plans in delivering effective mitigation, understanding the importance of building auditability in preparing such plans, and enhancing awareness of the organizational learning opportunities embedded in EIA follow-up.

Level:	Intermediate
Prerequisites:	At least two years professional experience or having attended a course on fundamentals of impact assessment.
Language:	Spanish
Duration:	2 days (6-7 April)
Min/Max:	10-42
Instructors:	Luis Enrique Sánchez , Ph.D., University of São Paulo (Brazil) Juan D. Quintero , Senior Environmental Specialist, Independent consultant and advisor (USA)

4 HEALTH IMPACT ASSESSMENT OF INDUSTRIAL PROJECTS

Industrial projects may directly or indirectly change community exposures to environment-based health risks such as communicable diseases, vector-related diseases and exposure to environmental hazards. In addition, industrial projects have the potential to affect a wide range of social determinants of health, either positively or negatively. The diversity of potential project-related health impacts make HIA of industrial projects a challenging task. This is particularly true in settings such as South America, sub-Saharan Africa and south-east Asia where complex eco-epidemiological conditions prevail.

This training course introduces a systematic approach to HIA of industrial projects. A broad set of tools and methods will be presented for a transparent and evidence-based appraisal of potential health impacts and mitigation measures. Methodological features will be introduced and applied to case studies from the mining, bioenergy and water resource development sector. Sessions will be presented in an interactive way with audience participation in a series of practical exercises.

The course is tailored for participants with basic to intermediate knowledge of the HIA approach. The course might also be of interest to experienced HIA practitioners who want to broaden their tool set, as well as to corporate proponents of HIA.

By the end of the course, participants will be able to:

- reflect on current global HIA practice and regulatory mechanisms for HIA of industrial projects;
- systematically collect the evidence required for a given HIA as part of the scoping phase;
- conduct a gap analysis for determining whether sufficient data is available for the subsequent phases of the HIA;
- select strategies for addressing potential data gaps;
- carry out a risk analysis for prioritization of mitigation measures;
- develop a community health management plan; and
- have different strategies at hand for monitoring and evaluation of project-related health impacts and health interventions.

Level:	Foundation to Intermediate
Prerequisites:	Knowledge in public health
Language:	English
Duration:	2 days (6-7 April)
Min/Max:	10-25
Instructor:	Mirko Winkler , M.Sc. ETH, Ph.D., DTM&H, Swiss Tropical and Public Health Institute (Switzerland)

5 INNOVATIVE USES OF STRATEGIC ENVIRONMENTAL ASSESSMENT: STRATEGIC SUSTAINABILITY APPROACHES (IN SPANISH)

The main purpose of this course is to lead participants into strategic thinking in SEA, operating through flexible and constructive approaches, in a sustainability context.

The course will be supported by a strategic thinking model and critical decision factors approach developed by Partidário (2007, 2012), and published in Guidance, now also available in Spanish. The course will be also conducted in Spanish and will address primarily the Latin and Central America community. The emphasis will be on how SEA needs to be conceived and carried out to strategically influence decision-making. Links to internationally recognized approaches developed by Gibson et al (2005: sustainability assessment), the OECD-DAC (2006: approach to development cooperation), The World Bank (2008: institutional approach), and UNEP (2009: policy integrated approach) will be addressed. A review on Latin America SEA practice will be offered by Guillermo Espinoza.

Expected learning outcomes include 1) the added-value of using strategic thinking in SEA; 2) how to consider the environment as an integral component of sustainability; 3) why a strategic-based approach is different from an impacts-based approach; and 4) how to apply forms of strategic-based SEA such as the critical decision factors approach.

Learning techniques in this course will be based on case-application and dialogues, involve short presentations, case examples from Central and South America Region, and group exercises. The course aims to encourage discussion and debate as a form of building ideas in a collective way. It is also tailored to the Latin American context. Participants attending this course are required to have good background on SEA or EIA, and also basic knowledge on policy-making or planning to enable advanced workshop discussion. The course is not aimed at delivering recipes, but in stimulating strategic thinking. One of the aspects that distinguish Maria Partidário's training courses on SEA is the strategic nature of the methodological approaches, reflecting different international perspectives and approaches, and the encouragement to innovative thinking in SEA.

Level:	Advanced
Prerequisites:	Basic knowledge on policy-making, planning and Strategic Environmental Assessment or Environmental Impact Assessment.
Language:	Spanish
Duration:	2 days (6-7 April)
Min/Max:	10-35
Instructors:	Maria R. Partidário , Ph.D., Instituto Superior Técnico (Portugal) Guillermo Espinoza , Líder del Área Sustentabilidad y Desarrollo, Centro de Estudios del Desarrollo (Chile) Víctor Lobos , Centro de Estudios del Desarrollo (Chile)

6 INTEGRATED ENVIRONMENTAL MANAGEMENT: HOW TO MAKE EA MORE EFFECTIVE

While more and more environmental assessments are being conducted, it also true to say that there are a plethora of topic-specific Environmental Assessments (EAs) being done as well, such as social impact assessment, health impact assessment, traffic impact assessment, heritage impact assessment, and so on. This fact, together with the direct experience of the trainers and feedback from IAIA12 and IAIA13 participants, indicates that the profession is, perhaps, moving away from an integrated approach to environmental management. There may be many reasons for this, but one could be that there are many practitioners (as well as regulatory authorities) who are uncertain as to how integrated impact assessments can be conducted.

The aims of this 2-day course, therefore, are to assist anyone who manages, writes or contributes to an EA to:

- Understand the concept of Integrated Environmental Management (IEM) and motivate why it is essential to improve the effectiveness of EA and to deliver on sustainable development goals;
- Provide guidance on how to manage the EA process to achieve IEM;
- Provide practical tools to analyse impacts in an holistic manner.

The course will combine lectures delivered by the trainers, general discussions and group work.

The learning outcomes will include:

- Participants will be better able to assemble and manage multi-disciplinary teams of specialists to produce a product useful for decision making;
- Participants will have a better appreciation and confidence about how to present information to the client, public and decision-makers so that the direct and indirect implications of a policy, plan or project on the environment can be clearly understood;
- Participants will be provided with tools to conduct integrated analyses;
- Participants will be made aware of common pitfalls and how to deal with them.

Level:	Anyone who manages, writes or contributes to an EA.
Prerequisites:	Participants must have some basic knowledge of EIA and SEA processes.
Language:	English
Duration:	2 days (6-7 April)
Min/Max:	15-35
Instructors:	Charlotte Bingham (USA) Bryony Walmsley , Manager, Southern African Institute for Environmental Assessment (South Africa)

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7 INVOLUNTARY RESETTLEMENT

This two-day program will provide a master class for intermediate-level resettlement practitioners. The program will focus on complex, multi-component development projects, with particular focus on large irrigated perimeters, and energy and extractive industries such as mines, gas and oil pipelines. The organizers will combine structured presentations with real-life issues that have arisen in resettlement operations. Further, the discussions – both during and after each presentation – will focus on the participants' experiences and questions in order to resolve practical issues and problems that arise in resettlement operations and to build their confidence to move towards a more advanced level of understanding and practice in this field.

A basic organizational premise of this workshop is that practitioners in the field work in relative isolation. Often their decisions are correct, but there is nowhere to vet their thinking or their approach. Consequently workshop goals and learning outcomes include:

- Provide an opportunity for intermediate resettlement practitioners to review best practice resettlement planning and implementation guidance.
- Increase the level of confidence that participants have with more complex multi component development projects requiring resettlement.
- Through case studies and participant questions, expose participants to a variety of different resettlement scenarios, challenges, and solutions.
- In view of the one-off nature of professional development courses, establish (among participants) the foundation for a professional network that will enable participants to continue this knowledge-sharing after they complete the workshop.

The workshop is premised on – and designed to take full advantage of – the participants' own broad range of sectoral and geographic experience through a balanced mix of instructor presentations and sessions (moderated discussion, group work and presentations) designed to enable participants to put the principles described in the presentations into practice ("Principles into Practice Sessions"). Broadly, the workshop is divided into two days, with the first day principally focusing on "Resettlement Planning" and the second on "Resettlement Implementation."

Level: Intermediate

Prerequisites: Participants are expected to be familiar with international policy and practice (e.g. World Bank OP 4.12, IFC Performance Standard 5, EBRD Performance Requirement 5, or similar) and have at least two years of practical experience with involuntary resettlement, community development programs (including participatory involvement), and/or economic rehabilitation initiatives in rural and/or urban areas in the context of development projects. Participants in public, private, and non- government organizations that are involved in a variety of resettlement projects (linear, areal, small scale, as well as large scale) are welcome.

Language: English

Duration: 2 days (6-7 April)

Min/Max: 10-25

Instructors: **Gordon Appleby**, Consultant, World Bank, Millennium Challenge Corporation (USA)

Agnieszka Rawa, Managing Director, Millennium Challenge Corporation (USA)

Mahamadou Ahmadou Maiga (Mali)

8 QUALITY ASSURANCE IN ENVIRONMENTAL IMPACT ASSESSMENT: GUIDE AND REVIEW

This two-day course will combine lectures delivered by the trainers, general discussions and individual and group work. It will have two main parts: the first will provide the delegates with insights into how the EIA process should be guided. This will include aspects such as writing terms of reference, adjudicating proposals from consultants and how to provide oversight to the whole EIA process. Examples from recent projects will be used to highlight the learning points.

The second part will deal with review. This will include methods and frameworks that can be used to review scoping, EIA and EMP reports; key questions to be asked and how to make decisions on the information provided in the documentation. Again, we will use examples from some of the many projects we have been involved with over the past few years.

The learning outcomes will include:

- Participants will have a better appreciation and confidence about how to guide and review large and small EIAs;
- Participants will be provided with some tools (templates, criteria, frameworks, decision-trees) to write ToRs, run a tendering process, adjudicate proposals, manage the entire EIA process and review the documentation;
- Participants will be made aware of common pitfalls and how to deal with them.

Level: Intermediate to Advanced

Prerequisites: This course is primarily aimed at decision-makers and corporate EIA managers who are responsible for setting Terms of Reference, adjudicating EIA proposals and reviewing the final documents. Therefore the participants must be in positions where they carry out these tasks. They need to understand the EIA process and legal requirements.

Language: English

Duration: 2 days (6-7 April)

Min/Max: 15-35

Instructors: **Peter Tarr**, Ph.D., Executive Director, Southern African Institute for Environmental Assessment (Namibia)

9 SIA AND MANAGEMENT: PRINCIPLES & PRACTICE (IN SPANISH)

This foundation course provides the basic principles of leading industry practice related to social impact assessment and management and social performance consistent with IAIA's International Principles for SIA. The focus of the course is on SIA of projects, and aims to provide a solid understanding of the SIA basics aspects and key criteria to be applied, as well as the practical aspects of SIA and management as a process of managing social issues and a mechanism to ensure the achievement of social and economic development.

State of the art theoretical framework will be provided, reinforced with practical examples from real life, chosen to reflect specific issues, challenges and opportunities from the South American context. Besides the examples to illustrate concepts and practical aspects, the learning process will be reinforced by practical group work exercises developed around a single case study along the two days. The original course has been developed by Prof Frank Vanclay and Ana Maria Esteves, but has been adapted to Spanish language, South American context and a less experienced public by Gabriela Factor. Specific course objectives are to:

- Strengthen understandings of the social nature of impacts on communities;
- Understand the core principles of SIA and how to translate them into practice;
- Increase awareness on leading industry practice and international standards related to SIA
- Increase understanding of level of effort, time and human resources needed to carry on and /or evaluate a SIA process.
- Increase awareness of new developments in SIA thinking and practice;
- Create awareness of the benefits to proponents of seeing SIA as an ongoing process of adaptive management and engagement with stakeholders rather than a point-in-time assessment;
- Build practical knowledge in conducting SIAs within a South American context;
- Increase ability to critically evaluate SIAs;

The course provides frameworks and tools to consider issues such as: social impact management plans; sustainable livelihoods; aboriginal peoples, ecosystems services; human rights; gender and vulnerability assessment; free, prior and informed consent; grievance mechanisms; and emerging trends.

Level: Foundation. This course will appeal to early career SIA practitioners, students of natural and social sciences, EIA practitioners and government staff with little or no social science background who deal with SIA in their work, people who want to better understand social implications of environmental impacts and development projects, and people who would like to improve the participation of community and civil society organizations in the ESIA process. It is not targeted to people with considerable experience doing SIAs.

Prerequisites: No specific prerequisite; however, it is presumed that participants will have a general understanding of the EIA process.

Language: Spanish

Duration: 2 days (6-7 April)

Min/Max: 10-30

Instructors: **Ana Gabriela Factor**, Senior Consultant, Community Insights Group (Denmark)
Jorge E. Villegas, Senior Social Development Specialist, World Bank (Austria)

10 WEAVING ECOSYSTEM SERVICES INTO IMPACT ASSESSMENT: TOWARDS ADDRESSING THE SOCIAL IMPLICATIONS OF ENVIRONMENTAL IMPACTS

Going beyond mitigating negative impacts to enhance positive impacts, as advocated by IAIA 2014 "Impact for social and economic development", requires ESIA to reflect the interdependence between people and their environment. One way to do so is to identify, assess, and mitigate impacts on ecosystem services, i.e. the contributions of ecosystems to people's well-being.

Since 2012, International Finance Corporation Performance Standard 6 requires client projects to "maintain the benefits arising from ecosystem services". However, the lack of guidance on how to address ecosystem services in environmental and social assessments was identified as a major barrier in a survey conducted by WRI in 2010, and this issue was raised again at the 2012 IAIA Conference.

Using a combination of hands-on exercises, discussions and presentations, this training will teach the Ecosystem Services Review for Impact Assessment (ESR for IA), a method to assess project impacts on ecosystem services in ESIA that has been implemented by industries in different parts of the world, including Latin America.

This training will not only increase participants' methodological capacity, it will help them understand how addressing ecosystem services in ESIA complements environmental and social assessments routinely conducted as part of ESIA.

This course will provide participants with:

- A context and rationale for addressing ecosystem services in ESIA.
- A framework for assessing project impacts on ecosystem services.
- A scoping toolkit for prioritizing ecosystem services.
- Instructions for assessing project impacts on ecosystem services.
- Principles for mitigating negative impacts and enhancing positive impacts on ecosystem services.

At the end of this two-day training, the participants will be able to better address the social implications of negative environmental impacts and enhance the positive impacts as part of their ESIAs. This intermediate level training targets environmental and social practitioners with basic knowledge on ESIA.

Level: Intermediate

Prerequisites: Basic knowledge on Environmental and Social Impact Assessment.

Language: English

Duration: 2 days (6-7 April)

Min/Max: 15-36

Instructors: **Florence Landsberg**, NatureBenefits LLC (USA)
Susan Joyce, On Common Ground Consultants Inc (Canada)

Special Note: Participants will need to bring their own laptops so as to run the Excel-based toolkits independently.

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11 CULTURAL HERITAGE IN IMPACT ASSESSMENT: CLASSROOM TRAINING WITH EMPHASIS ON HERITAGE AS A COMPONENT IN SOCIAL AND ECONOMIC DEVELOPMENT

Current and future development plans and projects must view 'cultural heritage' within the context of a community's cultural lifeways, its environmental sustainability and its social and economic development. Cultural heritage, as one of three original components in EIA - together with biophysical and social - has received the least attention in terms of training, methodology, and quality control.

In respect of these considerations, this one-day intermediate/advanced level course presents general guidance for strengthening the cultural heritage component of EIA and SEA with special reference to community participation and development. Individual and group exercises based on case studies provide for practical application of material presented in the course.

The course covers the various definitions and aspects of culture and cultural heritage. An interactive format stimulates discussion of the value placed on both cultural practices and material culture by diverse stakeholder groups involved in the development process. Standards and guidance materials for covering cultural heritage in EIA and SEA are presented and discussed, including the detailed World Bank Physical Cultural Resources Safeguard Policy Guidebook, and the Physical Cultural Resources Country Profiles, among other techniques and tools. A step-by-step discussion of the cultural heritage component in the EIA process includes creation and monitoring of the Environmental Management Plan (EMP). A presentation on SEA highlights the importance and rationale for including culture and cultural institutions in this analytical planning process, and a discussion of cumulative effects encourages consideration of long-range impacts of development projects on cultural heritage.

With a broad interpretation of 'cultural heritage,' and special attention to community participation and environmental protection, as well as to local social and economic development, the course follows the themes of IAIA 14. Participants gain an understanding of the importance, methods, techniques and tools for incorporating cultural heritage into impact assessment.

Level:	Intermediate/Advanced
Prerequisites:	General knowledge of impact assessment and an interest in cultural heritage as an element in sustainable development and as a component of EIA and SEA.
Language:	English
Duration:	1 day (7 April)
Min/Max:	10-30
Instructors:	Arlene K. Fleming , Cultural Resource and Development Specialist Advisor on cultural impact assessment to the World Bank and other organizations (USA) Juan D. Quintero , Senior Environmental Specialist, Independent consultant and advisor (USA)

12 IMPACT ASSESSMENT (IA) FOR STRATEGIC DECISION-MAKERS NOT FAMILIAR WITH IA (IN SPANISH)

The course is aimed primarily at strategic decision-makers with little or no expertise in impact assessment (IA), but anyone with an interest in the subject is welcome since many IA practitioners haven't been able to definitively influence planners and decision-makers who define policies, plans and programs (PPP) as well as those who develop projects, both public and private ones.

Based on dynamic and simple presentations, attendees will participate actively in analyzing and discussing the following issues related to any given project:

- Planning its execution and operation
- Undertaking timely and high quality environmental and social impact assessments, including ecosystem services
- Incorporation of stakeholders in analyses and deliberations
- Undertaking a comprehensive assessment of its viability, from the economic, environmental and social perspectives
- Identification of environmental and social risks and design of their management system
- Preparation of a solid environmental impact statement
- Establishing an environmental monitoring program.

The issues of sustainability and strategic environmental assessment (SEA) will also be touched.

At the end of the course, attendees should end up being very conscious that:

- A permanent and indivisible interaction exists between human activities and the environment.
- Application of the systems approach and several basic concepts regarding learning organizations is fundamental for the proper planning and design of policies, plans, programs and projects.
- There are two areas of overlap between the languages of decision-makers and IA specialists: the nonmonetary language of the former group and the consideration of risks by both.
- The assessment of the feasibility of a project is a probabilistic analysis process within a complex system framework.
- The estimate of revenues and costs of a project is subject to various uncertainties of variable magnitudes, including environmental and social ones.
- Early consideration of environmental and social issues when planning a project has a high benefit/cost ratio.

Level:	Foundation
Prerequisites:	Preferably participants should be strategic decision-makers or upper level managers.
Language:	Spanish
Duration:	1 day (7 April)
Min/Max:	10-25
Instructor:	Luis E. Montañez-Cartaxo , Consultant (Mexico)