

## SECTION 1 – BASIC INFORMATION

- (a) *Course title:* **TOWARDS MORE SUSTAINABLE OIL AND GAS SECTOR PROJECTS**
- (b) *Level: foundation, intermediate or advanced:* **INTERMEDIATE LEVEL**
- (c) *Prerequisites for participants (all proposals for courses at the intermediate and advanced courses must list necessary prerequisites):*

**Participants are expected to be familiar with environmental and social impact assessment international policy and practice as applied to the oil and gas sector (e.g. World Bank OP 4.01, IFC Performance Standards, IFC/World Bank General and Oil and Gas Sector Guideline, IAIA and IDB guidance etc.) and have at least two years of practical experience with environmental and social impact assessment in any sector. Participants in public, private, and non- government organizations with an interest in learning about environmental and social impact assessment as applied to onshore and offshore, conventional and unconventional (shale) oil and gas exploration and development projects are welcome.**

- (d) *Language of delivery:* **English**
- (e) *Duration (1 or 2 days):* **2 days**
- (f) *Minimum and maximum number of participants:* **10 minimum number; 35 maximum number (including eligible students)**
- (g) *Participants equipment and requirements.* **No special equipment, but participants will be asked to complete a survey prior to the training in Florence to identify topics of particular concern / interest to them and to enable instructors to integrate these into the program agenda and/or discussions.**
- (h) *Name and contact details of each trainer.*

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## SECTION 2 – COURSE DESCRIPTION

**(a) Summary of the purpose(s), content, and anticipated learning outcomes of the course (maximum 300 words).**

This two-day program will provide a master class for intermediate-level environmental and social impact assessment (ESIA) practitioners who want to learn more about the oil and gas (O&G) sector, including conventional and unconventional (shale) O&G projects. The training will build on the participants' knowledge of the ESIA process, provide them with a foundation of environmental and social issues specific to O&G projects, and enhance their ability to leverage ESIA's towards more sustainable O&G developments. Goals and learning outcomes include:

- Review the O&G development cycle and likely impacts and mitigation measures for hydrocarbon development projects including conventional and unconventional projects.
- Identify linkages between the O&G development cycle and the ESIA core components – and opportunities for decision making; and
- Increase participants' level of confidence with ESIA's in the O&G sector through case studies and participant questions.

The training will be a participatory venue with a balanced mix of instructor presentations and discussions to leverage the participants' own broad range of experience, promote dialogue, and share best practices. Group exercises and case studies will be an integral part of the course. Participants should be prepared to exchange experiences, challenges and solutions with peers.

The training also assumes participants are familiar with ESIA best practice guidance (e.g. World Bank OP 4.01, IFC Performance Standards, IFC/World Bank General and Oil and Gas Sector Guideline, IAIA, IDB, etc.) and have practical experience in planning and implementing ESIA's in any sector.

Broadly, the workshop is divided into two days: The first day will focus on “the Oil and Gas Sector Project Cycle” and the second on “Core Components of ESIA's” and a case study.

The course will be offered in English.

**(b) Detailed description of the course structure and content (2 – 5 pages), including an outline of participatory and/or case-study based exercises. Interactive approaches to courses are strongly encouraged.**

### **WORKSHOP DESIGN PRINCIPLES**

“Towards More Sustainable O&G Sector Projects” (Intermediate Level) was designed to be relevant, participatory and engaging thereby empowering ESIA practitioners who may have gained their experience in other sectors to apply their knowledge to the O&G sector. These design principles and the pedagogical approach are described below

To be *relevant*, the course is tailored to participants that have a solid foundation in ESIA's in one or more sectors, and are either (1) interested in applying this knowledge to projects in the O&G sector – or (2) building on their experience in this sector through knowledge sharing with other practitioners. The course is also of relevance by virtue of its focus, namely on O&G sector project, including unconventional resources (i.e. shale) a topic of interest in many part of the

world. In addition, a short survey will be sent to participants before of the course to further focus on specific group needs and ensure that specific areas of interest are addressed during training.

The training is also designed to be *interactive* and take full advantage of – the participants' own broad range of sectoral and geographic experience. The program incorporates this design principle in the following ways: (1) While the organizers will provide both a framework for each topic in the context of their particular perspectives, participants will be invited to contribute their own experiences and questions throughout the workshop. (2) During the first and the second day, there will be opportunities for group work including a case study that will build on learning outcomes from the first day and require group work to build on participants' knowledge of ESIA core components to an O&G real life case study. (3) The training will help to build individual ties among participants for mutual support and assistance in the future.

Finally, the training is also designed to be *energizing and engaging*. It will be led by two dynamic and seasoned practitioners in the field of development, including deep expertise in the O&G sector. Modern multi-media materials including video will be used to convey key foundational concepts related to the O&G project cycle and relevant technologies with bearing on ESIA issues.

## **WORKSHOP CONTENT AND ORGANIZATION**

The participatory, interactive and engaging approach requires a two day program and includes learning modules and training components addressing specific training objectives (above). The structure was designed to be flexible to allow changes which may be necessary to meet specific needs and issues / motivations detected during the program. Broadly, Day 1 will focus on the O&G project cycle and technologies, and Day 2 on ESIA application. (The draft final workshop agenda is provided below).

### **Training Components**

#### I. Pre-workshop questionnaire

About two to three weeks before the training in Florence, a questionnaire will be sent to participants to verify their knowledge, level of experience and specific interest in topics to be covered in by the program, as well as their specific motivations for attending the workshop. Feedback will be used to tailor the focus of specific training modules so as to meet the specific learning needs and knowledge gaps of the individual participants while concurrently beginning the process of engagement that is important to successful learning experience. Expected survey questions may include:

- Major issues/questions you would like addressed at the Workshop
- Important lessons you would like to share with participants
- Key challenges that you are facing in your current role, and
- Other matters you would like the Workshop Facilitator to be aware of.

#### II. Content

##### Day 1.

- After participant and facilitator introductions, the substantive program reviews the O&G exploration and Production Project Cycle, introducing or building on the participants' knowledge of sector-specific developments, typical timeline and key milestones / opportunities for impact avoidance and mitigation. This session is also intended to provide standard definitions for key concepts and terms.

- The second morning session introduces typical expected categories of environmental and social impacts associated with each stage of the O&G exploration and development project cycle reviewed in the first session – and provides ways by which participants can more intuitively anticipate the types of impacts expected of particular projects (e.g. on shore vs. offshore or conventional vs. unconventional O&G). The first part of this session is delivered before lunch with a second part following the break.
- After covering key concepts associated with O&G sector projects, instructors will lead an interactive group work session that will be designed to review key concepts, terms and definitions from the first modules.
- The second half of the afternoon will then complement earlier sessions with an overview of key standards and guidelines so as to equip practitioners with key go-to resources such as the IFC / World Bank General and Sector Specific Environmental, Health and Safety Guidelines. This session will then be followed by a module on issues du jour including how social media and the digital age have changed the operational realities of an ESIA focused on the O&G sector.
- The day ends with a short summary of the presentations, and the participants' comments on the success of the day (and expectations for the next day including preparation for the case study).

#### Day 2.

- Following a structure that is analogous to that of the first day, the morning session provides an overview of an ESIA process – engaging participants in a dialogue of what constitutes acceptable vs. best practice – and connecting specific ESIA stages to the O&G project cycle.
- The second morning session will introduce issues of health and safety in context of an O&G ESIA – raising the practitioners' level of awareness on this important operational reality.
- The case study which will involve applying knowledge of core ESIA components to a real life O&G project example is purposefully scheduled at the heart of the second day, starting before lunch, allowing participants to continue informal discussions during lunch – and with group presentations of their recommendations will be made after lunch. The case study will be completed before the afternoon coffee break.
- Sessions during second half of the afternoon will importantly cover strategic impact assessments in the O&G sector – and a discussion of modern tools which can be leveraged in context of O&G project ESIA's in the digital age.
- The training will close with a final short group exercise designed to share insights and learning outcomes while contributing to further connecting participants to each other. Training leaders will end with participant evaluations, and distribution of the workshop certificates.

**TRAINING PROGRAM  
 TOWARDS MORE SUSTAINABLE OIL AND GAS PROJECTS  
 (Intermediate Level)**

**DAY 1: Overview of O&G Project Development Cycle, Typical Impacts and Mitigation Measures**

<b>Day 1: Saturday April 18, 2015 – Training workshop starts at 9:00 AM until 5:00 PM</b>	
<b>Time</b>	<b>Topics</b>
09:00 – 09:30	Safety Minute, Welcome and Introductions Structure of the course, logistics, ground rules
09:30 – 11:00	From Acquisition to Decommissioning: Overview of Oil & Gas Exploration and Production and the Project Cycle
11:00 – 11:30	<i>Coffee Break</i>
11:30 – 12:30	Typical Environmental and Social Issues, Impacts and Mitigation Strategies in Different Types of Oil & Gas Exploration and Production Projects – Part 1
12:30 – 13:30	LUNCH BREAK
13:30 – 14:30	Typical Environmental and Social Issues, Impacts and Mitigation Strategies in Different Types of Oil & Gas Exploration and Production Projects – Part 2
14:30 – 15:00	Group Work #1
15:00 – 15:30	<i>Coffee Break</i>
15:30 – 16:00	Oil & Gas EHS Standards, Guidelines, and Industry Resources
16:15 – 16:45	Social Media: Engagement, Networking, Resources
16:45 – 17:00	Case Study Presentation
<b>WRAP UP DAY 1 AND ADJOURN</b>	

**DAY 2: ESIA Process and Components, Case Study and**

<b>Day 2: Sunday April 19, 2015 – Training workshop starts at 9:00 AM until 5:00 PM</b>	
<b>Time</b>	<b>Topics</b>
09:00 – 10:00	Overview of Environmental and Social Impact Assessment Process
10:00 – 10:30	Health & Safety and ESIA
10:30 – 11:00	<i>Coffee Break</i>
11:00 – 12:30	Exploring the ESIA Core Components Through Group Exercise #2, Part I (e.g., Public Involvement, Screening and Scoping; Project Definition and Alternative Analysis, Impact Analysis, Impact Mitigation, and Follow up and Monitoring)
12:30 – 13:30	LUNCH BREAK
13:30 – 15:00	Exploring the ESIA Core Components Through Group Exercise #3, Part II (Group Presentations and Discussion)
15:00 – 15:30	<i>Coffee Break</i>
15:30 – 16:00	Improving Sustainability through Strategic and Sector Assessment
16:00 – 16:30	Leveraging Modern Tools in the Digital Age
16:30 – 17:00	Building your Practitioners' Network
17:00 – 17:15	Certificates and Evaluations
<b>WRAP UP DAY 2 AND ADJOURN</b>	

**(c) Description of the materials participants will receive prior to or during the course.**

A USB with the following expected materials (note: the final list may include additional materials) will be distributed to participants:

Environmental Management in Oil and Gas Exploration Production  
 Key Questions in Managing Social Issues in Oil and Gas Projects  
 IAIA Principles of Environmental Impact Assessment Best Practice  
 Managing Health for Field Operation in Oil and Gas Activities  
 IAIA Public Participation International Best Practice Principles  
 EIA Follow Up International Best Practice Principles  
 IFC/World Bank EHS Guidelines for the Oil and Gas Sector  
 IFC's Stakeholder Engagement Handbook: A Guide to Companies Doing Business  
 In Emerging Markets  
 MCC Gender Integration Policy

**(d) Description of any technology / equipment required to facilitate discourse beyond the usual flipcharts and PowerPoint projectors:**

Course materials will include videos. Therefore, the trainers request a laptop that will allow different video formats and include sound capability.

**(e) Provisions for pre-conference and post-conference communication with participants.**

**i. Pre-conference communication**

Workshop leaders will send the registered participants a short questionnaire before the workshop. The questionnaire will inquire into: participant level of expertise (as well as type of project and sectors), interests, concerns, and questions. The responses will be incorporated into the workshop program to the extent possible.

**ii. Post-conference communication**

Because practitioners in the ESIA field often work in relative isolation – they have nowhere to go to vet their thinking or their approach-- the workshop will leverage *IAIA Connect* to create an electronic discussion forum so that participants can raise issues amongst themselves after the training and IAIA conference.

**SECTION 3 – QUALIFICATIONS OF THE TRAINER(S)**

**(a) An abridged curriculum vitae (maximum 1 page) for each trainer.**

Please see Attachments A (Rodriguez), and B (Rawa)

Both instructors for the Florence conference have deep experience in the oil and gas sector and extensive experience in the ESIA field (many sector), related strategic ESIA consultation and engagement and sustainable development planning and implementation - as well as with the design and conduct of such training workshops at both the policy and the practitioner levels.

Fernando Rodriguez has 30 years of professional experience related to risk management in the extractive and infrastructure sectors. His experience includes working internationally in 4 continents and over 40 countries, focusing on environmental, social, health and safety (ESHS) risks of onshore and offshore oil and gas conventional and unconventional developments, including projects located in very sensitive environments and complex social settings. Since 2012, Mr. Rodriguez has conducted five training workshops designed to provide practitioners with a solid foundation in the oil & gas development cycle, the best practices in environmental and social impact assessment (ESIA), and opportunities to leverage ESIA's towards the development and implementation of more sustainable oil and gas developments. Over 100 people from 17 different countries have participated in the workshops.

Ms. Rawa (see Attachment B) is an international development practitioner with over 22 years of experience leading technical teams in environmental impact assessment, resettlement operations, and strategic stakeholder engagement and sustainability in the context of socio-economically and environmentally sensitive areas. She has worked on development projects in North and South America, Africa and the Middle East in context of O&G, mining, transportation, and telecommunications project planning, impact assessment and implementation. Since early 2014, Ms. Rawa is the Managing Director of Compact Development, for the Africa Region of the Department of Compact Operations at the Millennium Challenge Corporation ([www.mcc.gov](http://www.mcc.gov)). She has led training sessions and multiday day workshops on integrated Environmental and Social Impact Statements (ESIAs), resettlement, and sustainability with a specific emphasis on

strategic planning and public participation. Ms. Rawa co-designed and co-organized and delivered the IAIA workshop/training on resettlement (Intermediate level) in Puebla (IAIA 2011), Porto (IAIA 2012) and Calgary (2013).

- (b) **History of the course:** title(s), number of times, where and to whom it has previously been delivered and evidence of its success, number of attendees.

This would be the first time that this training would be delivered at IAIA. However, the course has been delivered previously. See point (c) below.

- (c) **If the course is new, give history of a comparable course, with the same information as in 3(b).**

A three-day version of this course, "Towards More Sustainable Oil and Gas Projects", has been given five times to date (Accra, Ghana in 2012; Dar Es Salam, Tanzania in 2013; Cape Town, South Africa in 2013, Nairobi, Kenya in 2014 and Webinar - Washington D.C., USA in 2014).

In all cases to date, the course was delivered to ESIA practitioners, or other professionals interested in oil and gas projects and included representatives from government institutions, oil companies, academia and NGOs. A total of 25 individuals per course (a total of over 100 participants) attended. Course evaluations were distributed after each course. Ratings consistently averaged 4.5 out of a total of 5 (highest). Copies of evaluations are available upon request.

#### **SECTION 4 – COMMITMENT OF THE TRAINER(S)**

- (a) **Identify how many times any course by any of the trainers has been offered. If applicable, explain the reasons why a course offering has been cancelled.**

As per Section 3(b) and (c) this is the first time that this course will be delivered at IAIA. However, it is not a new course, having been delivered successfully 5 times to a total of more than 100 participants since 2012. Mr. Rodriguez is the lead trainer and organizer – and has led all trainings to date.

- (b) **Similarly, identify earlier approved training courses you were involved in organizing but where changes in trainers or course structured were amended, and explain the reasons for this.**

Ms. Rawa was approved to provide the Involuntary Resettlement Training Course in Vina del Mar in 2014 along with Dr. Appleby. However, was not able to do so due to personal health reasons (premature birth of her daughter). She provided all training materials for the sections for which she was responsible to Dr. Appleby, with whom she had delivered the course in Puebla (2011), Porto (2012) and Calgary (2013).

- (c) **Indicate the level of commitment to give this course at IAIA15, by noting any circumstances that would cause the course to be cancelled (other than if the minimum enrolment is not reached) or circumstances that would cause the instructor(s) not to be in Florence to offer the course. Note also that courses that require more than a minimum of 10 participants will be at a disadvantage.**

The two co-organizers have promised each other that they want to participate in the Florence IAIA conference and will attend the annual meetings. This commitment to IAIA was the basic prerequisite for the co-organizers to agree to leverage their respective



technical expertise, training experience and background and co-organize a training during the 2015 conference.

**(d) Note backup strategy in the event an instructor must withdraw unexpectedly.**

The two trainers and have a long history of working together and are fully familiar with their work and approach to ESIA's. Therefore, in the unlikely event that one or another co-organizer has to withdraw, the remaining colleague can cover those sessions. This is a reasonable backup strategy because the co-organizers are intimately familiar with each other's topics and each presenter has already developed his or her materials into draft PowerPoint presentations.

**(e) Statement agreeing to provide free places to students based on formula described below.**

The organizers fully agree with the IAIA principle of facilitating participation of young professionals, especially those from developing countries, in the training programs sponsored by the Association, and will provide the number of free places to students based on the IAIA formula.

ATTACHMENT A:  
SHORT CURRICULUM VITAE  
**FERNANDO D. RODRIGUEZ**

Managing Director / Principal Consultant, HSE International, LLC, Houston, Texas, USA.

**SUMMARY BIO**

Fernando Rodriguez has 30 years of professional experience related to risk management in the extractive and infrastructure sectors. His experience includes working in 4 continents and over 40 countries, focusing on environmental, social, health and safety (ESHS) risks of onshore and offshore oil and gas conventional and unconventional developments, including projects located in very sensitive environments and complex social settings.

Currently, Mr Rodriguez is the Managing Director of HSE International, LLC as well as a consultant to the World Bank / IFC. In his current role, he provides strategic and expert consultancy services in environmental, social, and health & safety risk management to the energy sector, other diverse industries, multilateral financial institutions, and investors. Since 2012, Mr Rodriguez has conducted five training workshops designed to provide practitioners with a solid foundation in the oil & gas development cycle, the best practices in environmental and social impact assessment (ESIA), and opportunities to leverage ESIA's towards the development and implementation of more sustainable oil and gas developments. Over 100 people from 17 different countries have participated in the workshops.

Mr Rodriguez has extensive industry and stakeholder engagement experience, having contributed to the development of case studies and industry best practices including the Global Oil and Gas Industry Association for Environmental and Social Issues (IPIECA), and the International Oil and Gas Producers Association (OGP). He has been a speaker and panellist in conferences and symposiums held by industry, business forums, and NGOs around the world, and his work has earned him multiple international recognitions.

**Positions**

- Managing Director – HSE International, LLC – Houston, Texas 2007 - present
- Consultant – The World Bank / IFC – Washington, DC 2008 - present
- Management / technical positions – ConocoPhillips – Houston, Texas 1990 - 2006
- Project Management – Half Associates, Dallas, Texas 1984 - 1990

**Education and Training**

- Sustainability Leadership Program • University of Cambridge • 2007
- Advanced Management Program for Oil & Gas Executives • Thunderbird University • 2003
- Program for Environmental Negotiation • Harvard – MIT • 1993
- Masters (MSc) in Civil Engineering • University of Colorado • 1984
- Bachelors (BSc) in Civil and Environmental Engineering • University of Colorado • 1982

**Associations**

- International Association for Impact Assessment (IAIA)
- Society of Petroleum Engineers (SPE)

**Selected Recent Panels and Presentations**

- Member of SPE's Committee for the 15th Americas Conference on H&S and Environment in Oil and Gas Exploration and Production, to be held in Denver, Colorado, 2015.
- The 12th SPE International Conference on Health, Safety and Environment in Oil and Gas Exploration and Production, held in Long Beach, California in March 2014.
- Session Chair and Panellist. IAIA'13 – Impact Assessment, Calgary, Canada, 2013
- Session Chair and Panellist. IAIA'12 - Energy Future: the role of IA, Portugal, 2012

ATTACHMENT B:  
SHORT CURRICULUM VITAE  
**AGNIESZKA D. RAWA**

Managing Director, Compact Development, Department of Compact Operations, Africa Region  
Millennium Challenge Corporation (MCC), United States Government

**SUMMARY BIO**

Currently oversees the development of MCC programs in Ghana, Lesotho, Liberia, Morocco, Niger, Tanzania and Sierra Leone, involving numerous sectors (energy, water and sanitation, education, agriculture and transportation) and potential investments totalling over \$2 billion in policy and institutional reform as well as infrastructure. Prior to this role, Ms. Rawa managed the infrastructure, environmental and social assessment as well as procurement and fiscal accountability teams in MCC's West Africa Region. Ms. Rawa contributes to programmatic risk management; provides day-to-day operational direction; manages emerging issues; and interacts with national and international external stakeholders. From 2009 to 2011 Ms. Rawa was also the MCC Director of Environmental and Social Assessment on the Morocco Fruitree Project, the Lesotho Compact and the El Salvador Compact. Before joining the MCC in 2009, she had 16 years of predominantly private sector international development experience,

Ms. Rawa has led the environmental, social, health and safety components of projects; managed teams involved in siting, planning and implementation of complex infrastructure projects (energy, mining, transportation and telecommunications); conducted strategic engagement with local communities, international donors, regulatory authorities and not-for-profits; and conceptualized sustainable development strategies. She is experienced in the application of guidelines established by multilateral lenders like the International Finance Corporation (*Performance Standards*), the World Bank (*Operational Policies*), and the Inter-American Development Bank (*Environment and Safeguards Compliance Policy*), as well as by private sector banks (*Equator Principles*). She also has significant experience addressing social issues including those related to indigenous communities, gender, and resettlement.

Ms. Rawa has worked in the United States, Central and South America, the Middle East and North, West and Southern Africa Regions. She is fluent in English, Spanish, French, Polish, and is conversational in Moroccan Arabic.

**POSITIONS:**

2009 – Present Managing Director, DCO, Africa, Millennium Challenge Corporation, Washington D.C. Previously Managing Director Africa Region, and Director of ESA.

2005 – 2009: Partner, Environmental Resources Management (ERM), Washington D.C.

1993 – 2005: Various: Project Manager and Sustainable Development Lead. Ecology and Environment, Inc., Arlington, VA.

**HONORS / PANELS:**

- Panel Chair. Multistakeholder Alliances, IDB, IV Conference on CSR, Brazil, 2006.
- Panelist. Institute of the Americas, Sustainable Development in Latin America. 2005.
- Seminar Chair. Sustainability Strategy and Implementation: A Balancing Act. 2005.
- Part of team selected as Corporate Citizen of the Americas, OAS, Washington, DC 2005.
- Donella Meadows Sustainability Leadership Fellow, Sustainability Institute, 2003-2004.
- Seminar Chair. Sustainability Strategy and Implementation: Achieving Common Goals (2004) and Managing Risks and Leveraging Opportunities (2003).

**EDUCATION:**

- Masters of Science, Biology, Stanford University, Cum Laude, 1993
- Bachelor of Science, Biology, Stanford University, Cum Laude, 1992