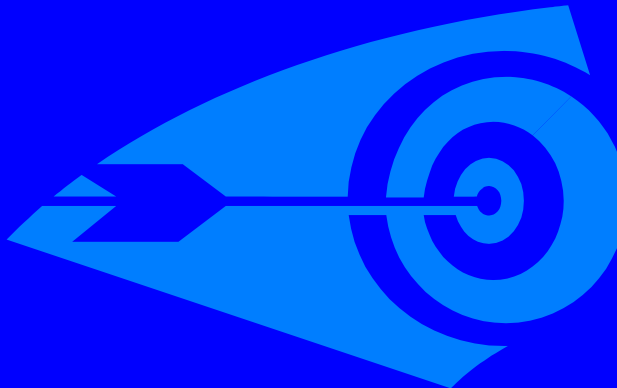


**IIRSA INITIATIVE  
REGIONAL TRAINING PROGRAM**

**METHODOLOGY FOR THE STRATEGIC  
ENVIRONMENTAL AND SOCIAL EVALUATION, EASE-  
IIRSA**



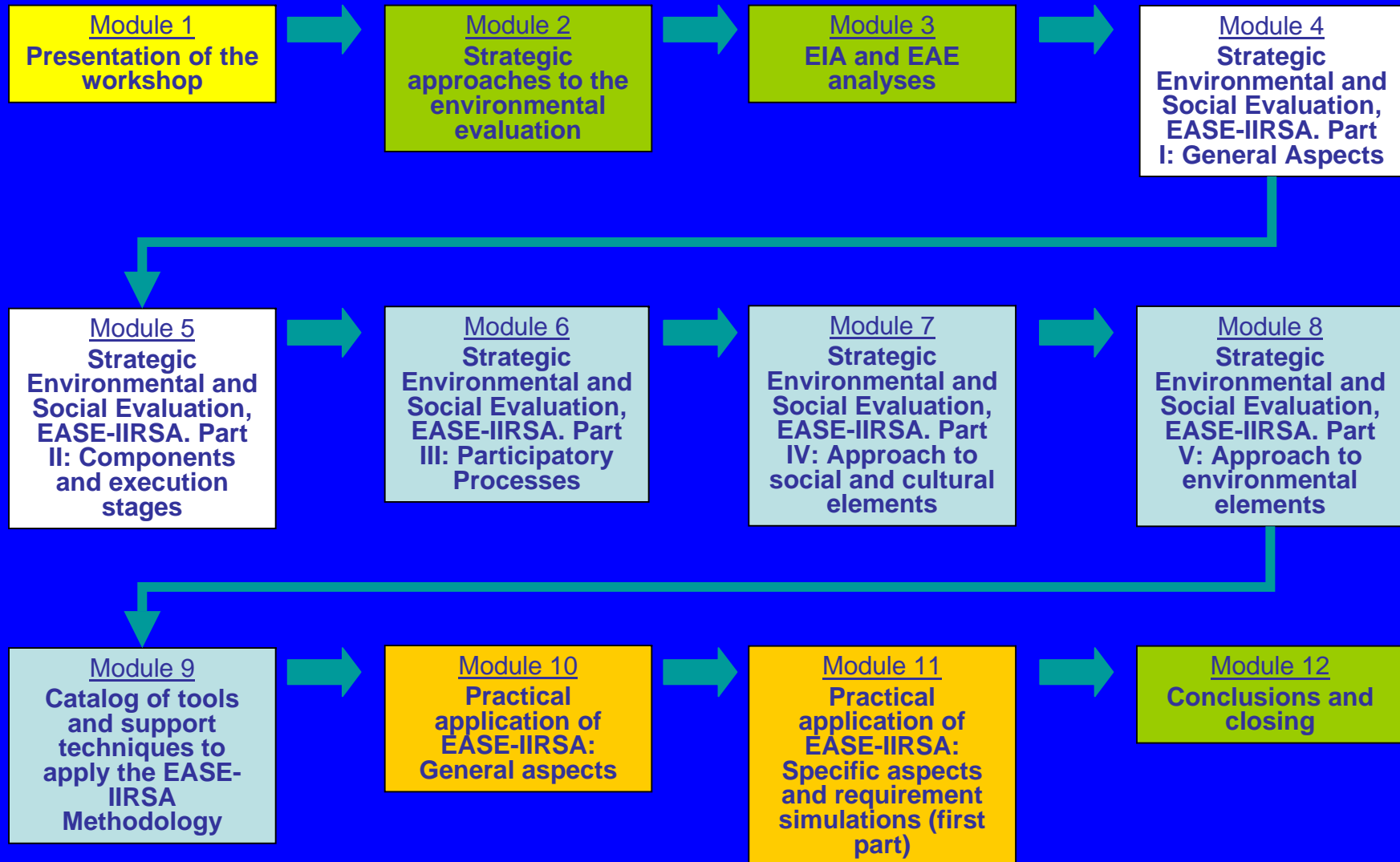
**Guillermo Espinoza, IDB consultant  
Buenos Aires, June 2008**

# **WORKSHOPS' OBJECTIVES**

## **General Objective**

Train a group of officials and experts from participating countries in EASE-IIRSA methodology, its components and execution stages so that they may be in better conditions to promote its subsequent application to their fields of responsibilities

**IDB-CAF  
REGIONAL TRAINING PROGRAM  
WORKSHOP ON STRATEGIC ENVIRONMENTAL AND SOCIAL  
METHODOLOGY, EASE – IIRSA**



# WORKSHOPS' KEY CONTENTS

✓ Environmental and social evaluation applied to the field of policies, plans, programs and projects

✓ From EIA to EAE

✓ EASE – IIRSA as a strategic approach

✓ Tools catalog

✓ Practical applications



## SUPPORT MATERIAL

- ✓ Documents on EASE-IIRSA Methodology
- ✓ Documents especially written to support the different modules
- ✓ Texts from the literature available on EAE, EIA, citizen participation, catalogs of techniques and evaluation methods, and project group evaluation)
- ✓ Power-point presentations
- ✓ Handbook with printed material and instructions
- ✓ CDs with reference material and case information

# WORK TEAM

<b>Facilitators</b>	<b>Guillermo Espinoza (IDB consultant)</b> <b>Yanneth Bagarozza (CAF consultant)</b> <b>Alfredo Paolillo (CAF)</b> <b>Fanny Peña (CAF)</b>
<b>IIRSA Lecturers</b>	<b>Carlos Tamayo (IDB)</b> <b>Mauro Marcondes (IDB)</b> <b>Hilda Gómez (IDB)</b> <b>Francisco Wulf (CAF)</b>
<b>Organization and Logistics</b>	<b>María Sommer (IDB)</b> <b>Ignacio Estévez (IDB)</b>
<b>Progress Support</b>	<b>Eloísa Tréllez (IDB consultant)</b>

# TRAINING EFFORT INDICATORS

INDICATORS	TOTAL
Workshops	4
Modules	12
Slides	346
Support guidelines	12
Support texts and material	32
Case exercises	4
Workshops	4
Local participants	62
Participating institutions-organizers	15
Days	3 (12 total)
Hours	18 (64 total)

# GENERAL RESULTS OF THE EVALUATION

(Average results, in percentage)

TOPICS	GENERAL (n = 44)	LIMA (n =12)	QUITO (n = 13)	B. AIRES (n = 9)	BRASILIA (n = 10)
1. Clarity of goal, scope and contents	90.6	81.8	96.2	91.7	92.5
2. Goals met	88.6	91.7	98.1	84.4	80.0
3. Module contents	85.3	81.3	96.2	86.1	77.5
4. Usefulness of information	88.6	83.3	96.2	97.2	77.5
5. Clarity of instructors	87.6	81.3	98.1	83.3	87.5
6. Relevance of teaching material	93.0	91.7	96.2	91.7	92.5
7. Organization	94.4	95.8	100	94.4	87.5
8. Logistics	97.1	95.8	100	100.0	92.5
<b>GENERAL</b>	<b>90.7</b>	<b>87.8</b>	<b>97.6</b>	<b>91.1</b>	<b>85.9</b>



## EVALUTION TOPICS IN BRIEF

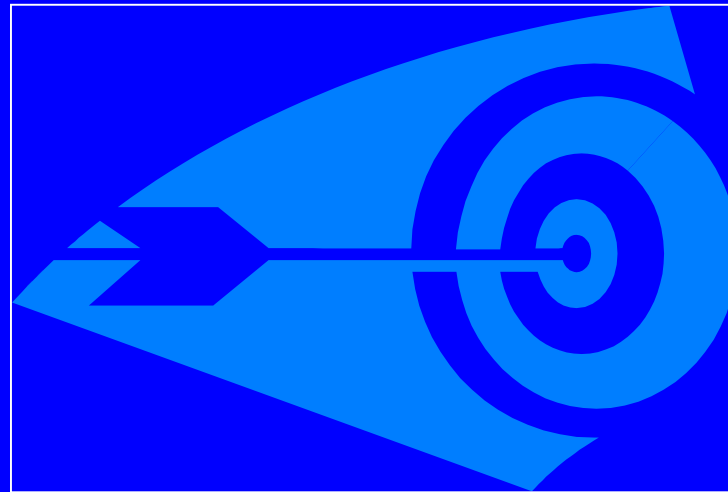
(Average results, in percentage)

TOPICS	GENERAL	LIMA	QUITO	B. AIRES	BRASILIA
Goals	89.6	86.8	97.2	88.1	86.3
Contents and information	87.0	82.3	96.2	91.7	77.5
Instructors and materials	90.3	86.5	97.1	87.5	90.0
Organization and logistics	95.8	95.8	100.0	97.2	90.0
<b>GENERAL</b>	<b>90.7</b>	<b>87.8</b>	<b>97.6</b>	<b>91.1</b>	<b>85.9</b>

# OPINIONS BY TOPIC

- ✓ A methodologically well-designed workshop
- ✓ Appropriate and clear contents but excessively long and dense
- ✓ More time is needed to gain more insight into some of the topics
- ✓ EASE contents need to be reinforced; practical examples should be included
- ✓ Adequate support material
- ✓ More practical examples should be included
- ✓ Visions submitted by attendees should be given more thorough consideration
- ✓ Very dense topics or presentations with an excess of information
- ✓ The practical exercise should be extended to 3 days
- ✓ Guidance from instructors should be stronger for participants to deal with the exercise
- ✓ Participatory processes should be further developed
- ✓ Strategic issues should be reinforced

# PROPOSED ADJUSTMENTS TO EASE-IIRSA



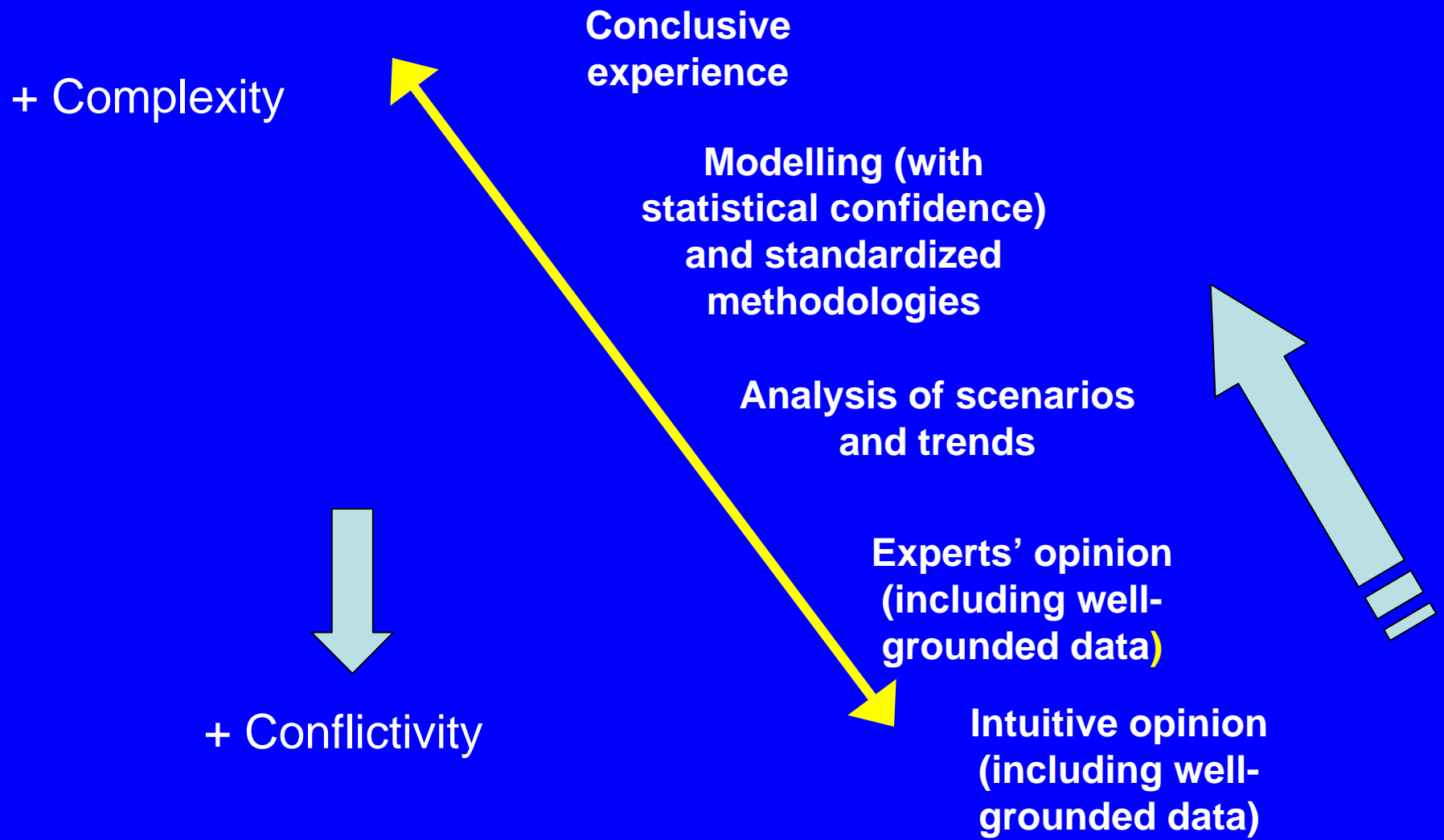
# **VALIDATION OF EASE PREMISES**

- ✓ **Project Group**
- ✓ **Environmental and social evaluation**
- ✓ **Short duration (22 weeks, max.)**
- ✓ **Low cost**
- ✓ **Secondary information**
- ✓ **Developed by experts**
- ✓ **Involvement of and consultation to key actors**
- ✓ **Commitment from and participation of governments**
- ✓ **Support given to sustainable development and integration**
- ✓ **Process validation and documentation**

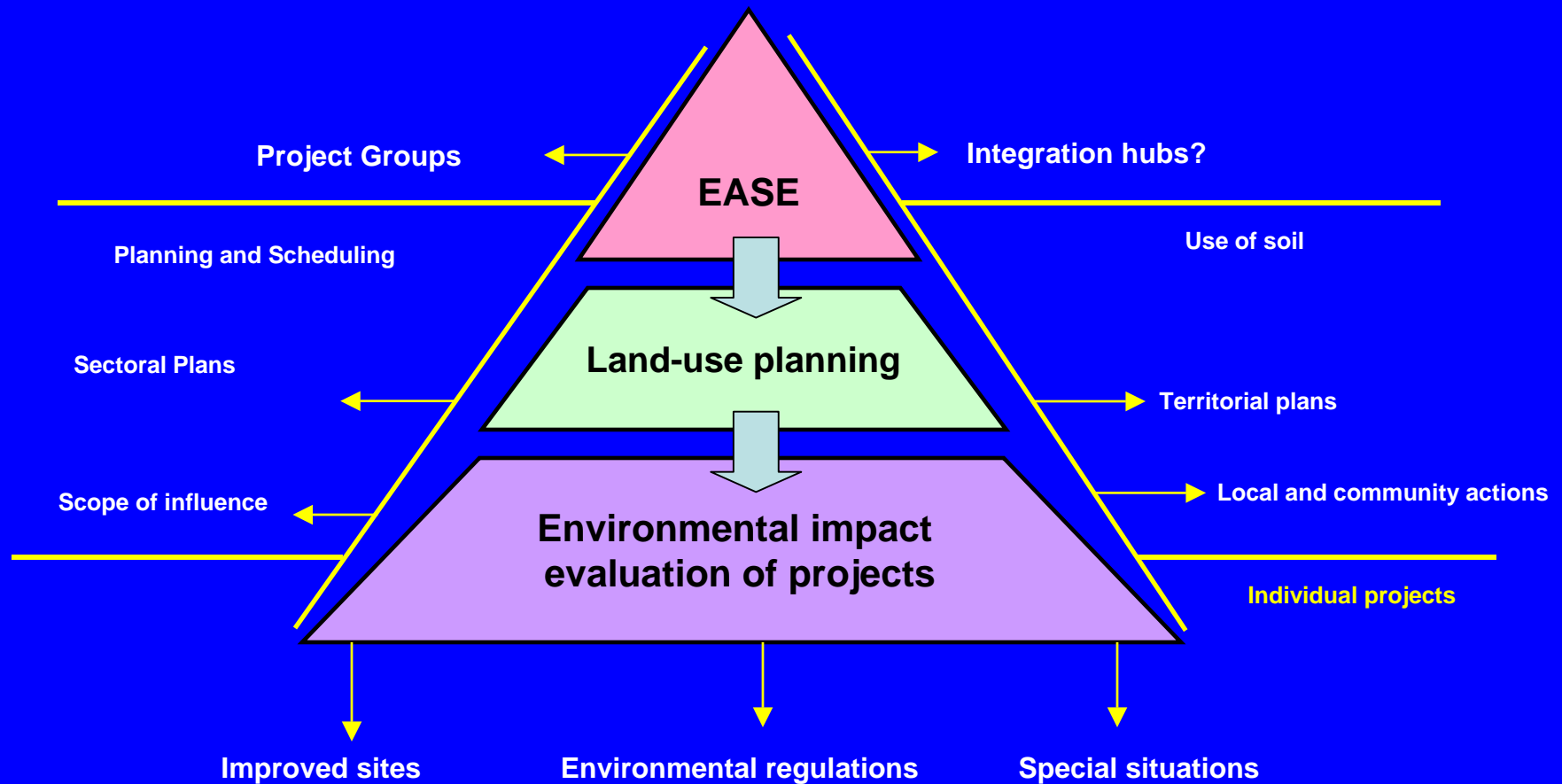
# ADJUSTMENTS PROPOSED BY PARTICIPANTS

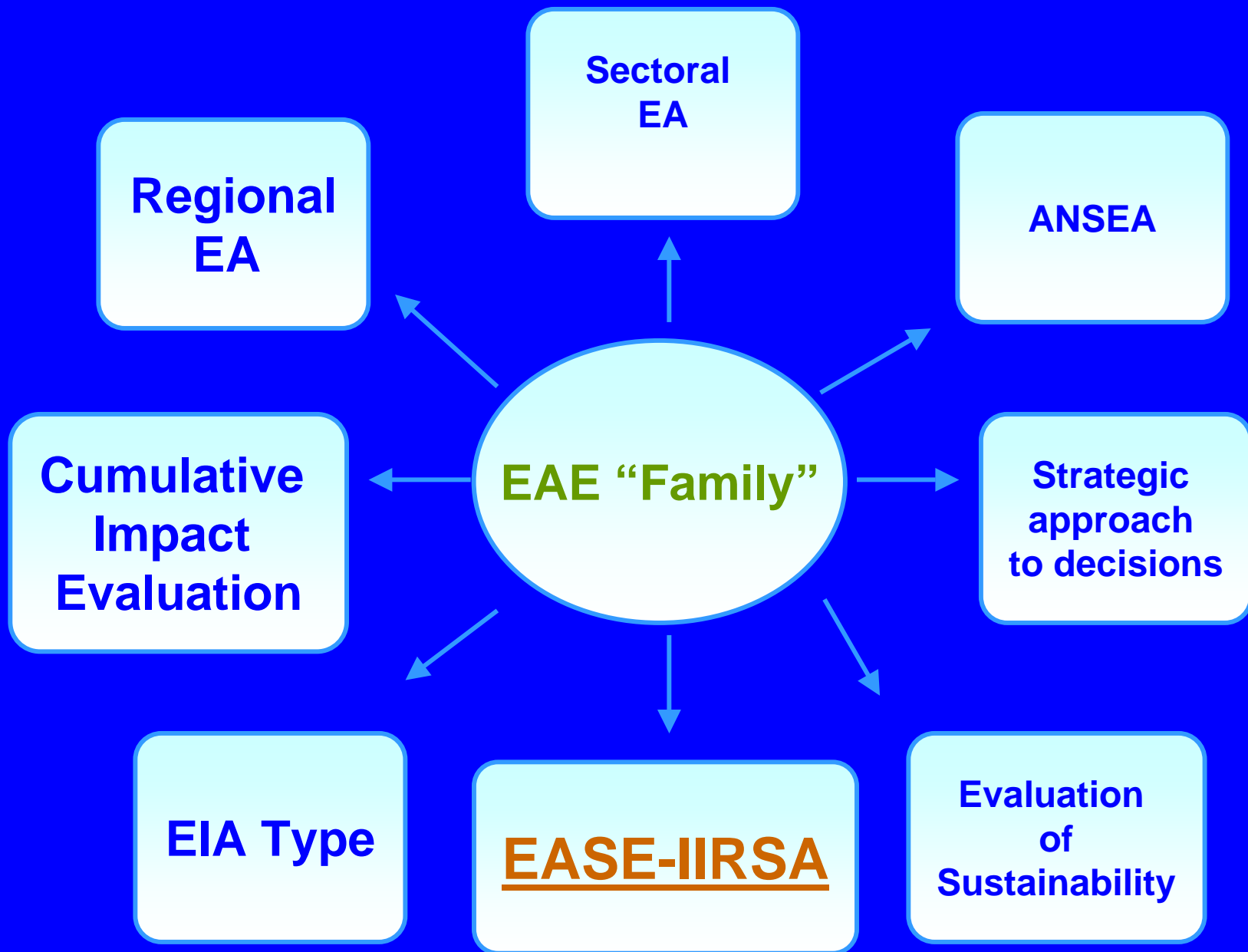
- ✓ Check application periods (16 to 22 weeks)
- ✓ Organization to apply the methodology (Technical group at IIRSA, selection criteria for institutional actors, commitments from financial institutions regarding implementation of results)
- ✓ Strengthen participatory aspects in stages and components
- ✓ Explain EASE demands and products (situational analysis, scenarios and trends, management strategy, recommendations for projects)
- ✓ Create the conditions in each country to apply EASE (leadership; authorities' involvement; organizing application, ownership and training; risk from the differences among countries)
- ✓ Gain greater insight into the results from concrete applications
- ✓ Design in more detail its evaluation criteria, follow-up, area of influence, risks and selection of critical factors and indicators (more standardization to guide consultants and work team)
- ✓ Accuracy in methodology purposes, scope and products (what it is and what it is not)
- ✓ Define an EASE strategy and application context (instruments to formalize agreements, reference to projects, orientations on how and when to use it, considering other actions in the project group area, impact on IIRSA, etc)
- ✓ Selection criteria and independence of experts
- ✓ More outreach activities related to EASE and its results

# ADJUSTMENT TO EASE-IIRSA



# DECISION MANAGEMENT AT EASE







# STRATEGIC APPROACH SCHEME

Policies ↔ Principles

## Current Scenario

- ✓ Problems
- ✓ Strengths
- ✓ Conflicts
- ✓ Actors
- ✓ Actions

Evaluation

## Future Scenario

- ✓ Vision
- ✓ Objectives
- ✓ Goals
- ✓ Risks
- ✓ Opportunities

Strategy and Action Plan  
(including follow-up and  
communication)

# ADJUSTMENTS TO EASE-IIRSA

PARTICIPATION	<u>OBJECTIVES</u>	INSTRUMENTS
Outreach	Preparation	<u>Getting ready</u> (TORs, Guías)
Outreach, Information	Targeting	<u>Preliminary Evaluation</u> (guidelines and questionnaires)
Outreach, Information, Consultation	Evaluation	<u>Strategic Evaluation</u> (Guidelines, hierarchically ordered implications, evaluation mechanisms, report formats)
Outreach, Information, Consultation, Ownership	Application	<u>Operational plan and management strategy</u> (guidelines and report format)

# QUESTIONS PER OBJECTIVE

## PREPARATION

- ✓What is to be evaluated?
- ✓Why are evaluations made?
- ✓What does the Project Group pursue?
- ✓What is the status of the Project Group?
- ✓What is its contribution to development?
- ✓What is its contribution to integration?

## TARGETING

- ✓Where are evaluations conducted?
- ✓What formal demands are there?
- ✓Who are the key actors in institutions and private sector at large?
- ✓Which are the critical factors?
- ✓What information demands are there?
- ✓What are the technical and operational demands?

# QUESTIONS PER OBJECTIVE

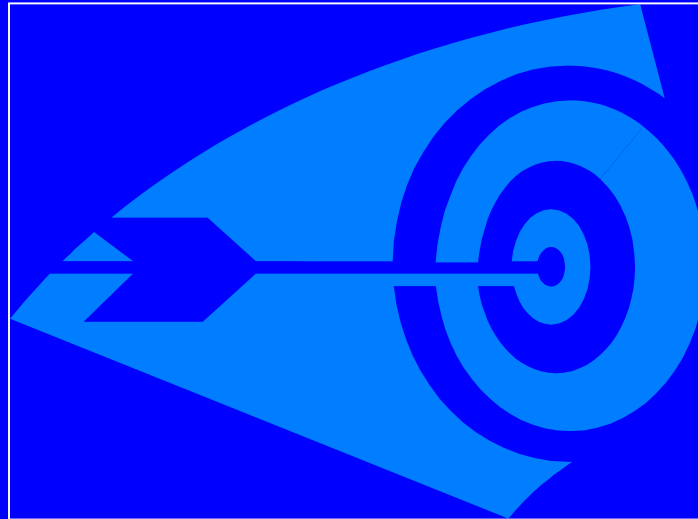
## EVALUATION

- ✓What possible scenarios are there?
- ✓What are the feasible alternatives available?
- ✓What opportunities and risks are there?
- ✓Which are the environmental and social consequences for the territories, project groups and individual projects?

## APPLICATION

- ✓What operational plan and strategy can respond to environmental and social impacts?
- ✓How will the operational plan and strategy be supported?
- ✓What challenges and demands are there for countries and institutions?
- ✓What conditions should be created to comply with the operational plan and strategy?
- ✓What recommendations can be made for the territories involved?
- ✓What recommendations can be made for the project group?
- ✓What recommendations can be made for the individual projects?

# PROPOSED ADJUSTMENTS FOR WORKSHOPS



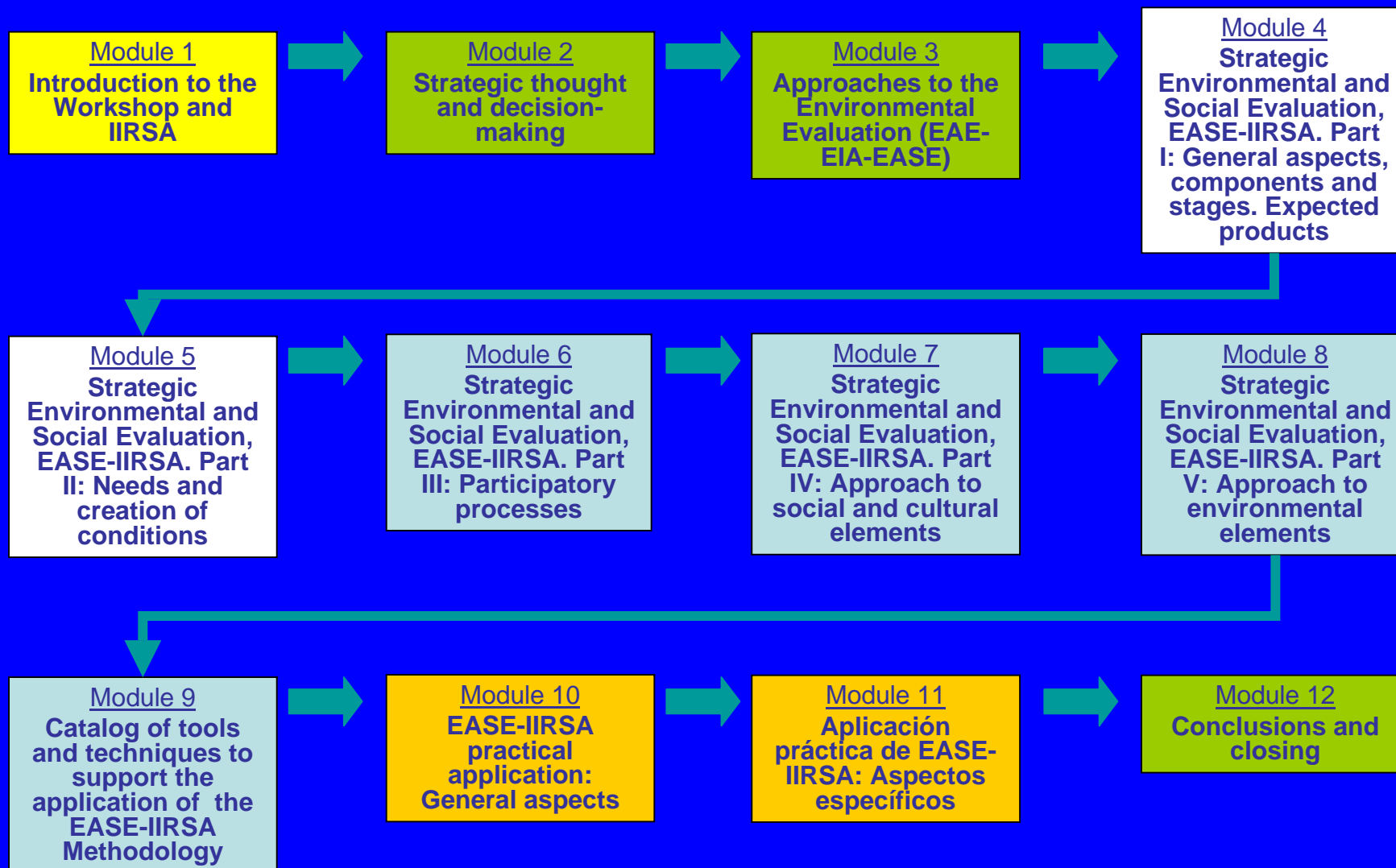
# ADJUSTMENTS AT CONTENT LEVEL

- ✓ EIA approach to projects, Strategic Environmental Evaluations (EAE) and EASE-IIRSA, within the framework of policy, plan, program and project development
- ✓ Purposes and scope of the strategic thought and its relationship with the decision-making process
- ✓ IIRSA Initiative: premises, objectives, characteristics, status of project groups
- ✓ EASE-IIRSA Methodology: objectives, premises, expected products, approaches, components and stages
- ✓ Creating conditions to apply EASE-IIRSA and its results (commitment from governments, participation of key actors, selection of experts, defining the TdR, necessary information on EASE-IIRSA and its products)
- ✓ Participatory processes with methods and techniques applied to stages and components
- ✓ Clear explanation on the use of tools to support the stages and components of the EASE-IIRSA Methodology
- ✓ Example of applications to ad-hoc situations in each module
- ✓ Systematic development of cases to which EASE-IIRSA was applied.

# **SUGGESTIONS MADE AT WORKSHOPS**

- ✓ **Place emphasis on presenting practical cases**
- ✓ **Review the sequence of presentations**
- ✓ **Explain and analyze concepts and review the terminology used**
- ✓ **Give presentations more time to avoid time constraints**
- ✓ **Provide more visual information on project groups**
- ✓ **Promote team work even further (more detailed guidelines, coaching from instructors, more debates and longer discussion periods)**
- ✓ **Provide more details since the beginning on the workshop and on EASE contents**
- ✓ **Promote exchange among team members**

**ADJUSTMENT**  
**WORKSHOP ON STRATEGIC ENVIRONMENTAL AND SOCIAL EVALUATION,  
EASE – IIRSA**



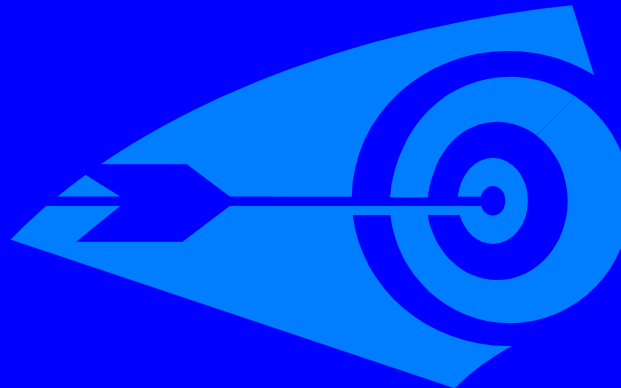


# RECOMMENDATIONS FOR AN EASE-IIRSA STRENGTHENING AGENDA

NEEDS	TOOLS
<p><b>Outreach activities in the countries</b></p>	<ul style="list-style-type: none"> <li>✓ Current workshop is targeted to professionals from national and regional institutions</li> <li>✓ Impact of the training given to participants on their own countries' institutions</li> <li>✓ Half-day meetings with authorities and decision makers</li> </ul>
<p><b>Training people responsible for applying EASE methodology</b></p>	<ul style="list-style-type: none"> <li>✓ Workshop adjusted to meet new EASE needs</li> </ul>
<p><b>Progress reports</b></p>	<ul style="list-style-type: none"> <li>✓ Communications to get to know IIRSA and EASE evolution</li> <li>✓ Outreach activities on workshops' results</li> </ul>
<p><b>Outreach activities at IDB-CAF-FONPLATA</b></p>	<ul style="list-style-type: none"> <li>✓ One-day meetings with Banks' experts based on adjusted workshops</li> </ul>

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Buenos Aires, June 2008