



UK IA Update:
**Climate Change, Proportionate EIA &
Competence**

23 August 2017
IAIA Washington DC Branch

Welcome!



Josh Fothergill

Founder & Director

Fothergill Training & Consulting Ltd



Jo Murphy

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Outline

Welcome

Climate Change in EIA – The UK Approach

- IEMA's CC Guidance
- CC in Flood & Coastal Risk Management IA
- Q&A

Proportionate EIA & Competence – Perspectives

- Addressing disproportionate EIA
- EIA Competent Experts
- Q&A

Climate Change in UK EIA Practice



Outline

Climate Change in EIA – The UK Approach

- Context & IEMA's CC Guidance
- CC in Flood & Coastal Risk Management EIA
- Q&A

Climate Change & the Revised EIA Directive



Climate Change in UK EIA Regulations 2017

Regulation 4

Covers: land, soil,
water, air and
climate

Schedule 3

(screening) – Risk
of affect of
accident/disaster
(incl Climate)

Schedule 4

Reference to GHG,
Adaptation and
Vulnerability for
inclusion in the EIA

Climate Change in IEMA Transforming the world to sustainability EIA Guidance

IEMA Principles Series:

Climate Change Mitigation & EIA

Reducing greenhouse gas (GHG) emissions is and will continue to be one of the main policy drivers in the coming decades. Action to manage GHG emissions from existing activities in all sectors of the economy is essential, but action is also needed related when planning future actions. The EIA Directive requires the consideration of the effects of projects on climate (Article 3) and climatic factors (Annex IV).

In a 2009 IEMA survey of EIA practitioners, 88% felt that where relevant, carbon emissions should be considered in the assessment and reported in the Environmental Statement (ES). The supplement to PPS1 (CLG 2007 and forthcoming 2010) indicates Government support in this area, stating:

Local planning authorities should not require specific and standalone assessments [of climate change] where the requisite information can be provided through... environmental impact assessment.

Whilst Strategic Environmental Assessment (SEA) and Sustainability Appraisal (SA) can present a broader opportunity to manage GHG emissions this, does not absorb EIA from consideration of climate change mitigation. The principles below focus on climate change mitigation, but EIA practitioners must also consider adaptation, which will be covered in a forthcoming set of IEMA principles to be consulted upon during summer 2010.

Over-arching Principles:

- The GHG emissions from all projects will contribute to climate change; the largest inter-related cumulative environmental effect.
- The consequences of a changing climate have the potential to lead to significant environmental effects on all topics in the EIA Directive – e.g. Population, Fauna, Soil, etc.
- The UK has legally binding GHG reduction targets - EIA must therefore give due consideration to how a project will contribute to the achievement of these targets.
- GHG emissions have a combined environmental effect that is approaching a scientifically defined environmental limit, as such any GHG emissions or reductions from a project might be considered to be significant.
- The EIA process should, at an early stage, influence the location and design of projects to optimise GHG performance and limit likely contribution to GHG emissions.



185/337/EEC as amended by 97/11/EC, 03/35/EC, and 09/31/EC

2010

Climate Change Adaptation & EIA

Climate change adaptation will act as a major policy driver for the foreseeable future due to the risk and opportunities the changing climate presents to the environment and communities. Action is needed to adapt our existing society to climate change. Environmental Impact Assessment (EIA) must therefore ensure that future developments are themselves resilient and that their environmental impacts do not exacerbate climate change's effects on human or natural systems.

The EIA Directive requires that EIA shall identify, describe and assess... the direct and indirect effects of a project on the... interaction between: human beings, fauna and flora, soil, water, air, climate, the landscape, material assets and cultural heritage (Article 3). Conversely, assessing the resilience of a proposed development to the impact of climate change is not clearly required.

There is however a clear driver to see such resilience assessment built into future EIA practice, as evidenced within the Government's draft national policy statements. Further support for such an expansion of EIA can be found in the supplement to Planning Policy Statement 1: Local planning authorities should not require specific and standalone assessments [of climate change] where the requisite information can be provided through... environmental impact assessment' (DCLG 2007).

IEMA work in 2009 found over 80% of practitioners felt that current practice fails to effectively assess climate change adaptation. Whilst Strategic Environmental Assessment (SEA) and Sustainability Appraisal (SA) may present broader opportunities to adapt society to the changing climate, EIA cannot ignore this issue. The document sets out principles on considering adaptation in EIA, with principles on climate change mitigation and EIA available at www.iema.net/esi-cc

Over-arching Principles:

1. The climate is already changing with inevitable impacts to both human and natural systems; unless greenhouse gas emissions are significantly cut such impacts will become more severe.
2. The consequences of climate change have the potential to significantly affect all the other environmental topics set out in the EIA Directive – e.g. Population, Fauna, Soil, etc.
3. The Climate Change Act 2008 establishes the context for Government action, including undertaking Climate Change Risk Assessments and developing a National Adaptation Programme.
4. A project requiring EIA is vulnerable to a changing climate, as are the communities and environment it poses a risk to; EIA should therefore consider the potential resilience, both to the anticipated negative impacts and positive opportunities of climate change.



185/337/EEC as amended by 97/11/EC, 03/35/EC, and 09/31/EC

2010



Guidance on Integrating Climate Change and Biodiversity into Environmental Impact Assessment

Environment

IEMA Transforming the world to sustainability

ARUP

Environmental Impact Assessment Guide to:

Assessing Greenhouse Gas Emissions and Evaluating their Significance



2015
2013

2017

IEMA ENVIRONMENTAL IMPACT ASSESSMENT GUIDE TO

CLIMATE CHANGE RESILIENCE AND ADAPTATION

NOVEMBER 2015

The guide provides a framework for the effective consideration of climate resilience and adaptation in the EIA process

Resourcing the
EIA

Identifying
Future Climate

Building Climate
Resilience

Integrating into
the ES

Developing
mitigation and
adaptation
management

On-going Challenges for CCR&A in UK EIA

- Uptake of CCR&A in practice
- Case study examples

Proportionality

Scoping, Scoping,
Scoping!

Have we taken it too
far?

How much of this is
inherent in existing
assessment
methods

Communication

Complex, risk based
issues

Little prospect of a
yes/no answer

Usefulness of
outputs to designers

Integration

EIA not done by the
designer

How does it relate to
other design
uncertainties
(demand, resource
prices, other
uncertainty)

Is SEA a better
place?

Monitoring

How do you monitor
adaptive
management?

GHG in UK EIA - The Drivers

The new Environmental Impact Assessment (EIA) Directive (2014/52/EU)

Legally binding UK target of 80% emissions reduction from 1990 levels by 2050

Interim target - 34% UK emissions reduction from 1990 levels by 2020

The Paris Agreement



GHG in UK EIA

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iema
Institute of Environmental
Management & Assessment

2010

IEMA Transforming the world
to sustainability

ARUP

Environmental Impact
Assessment Guide to:

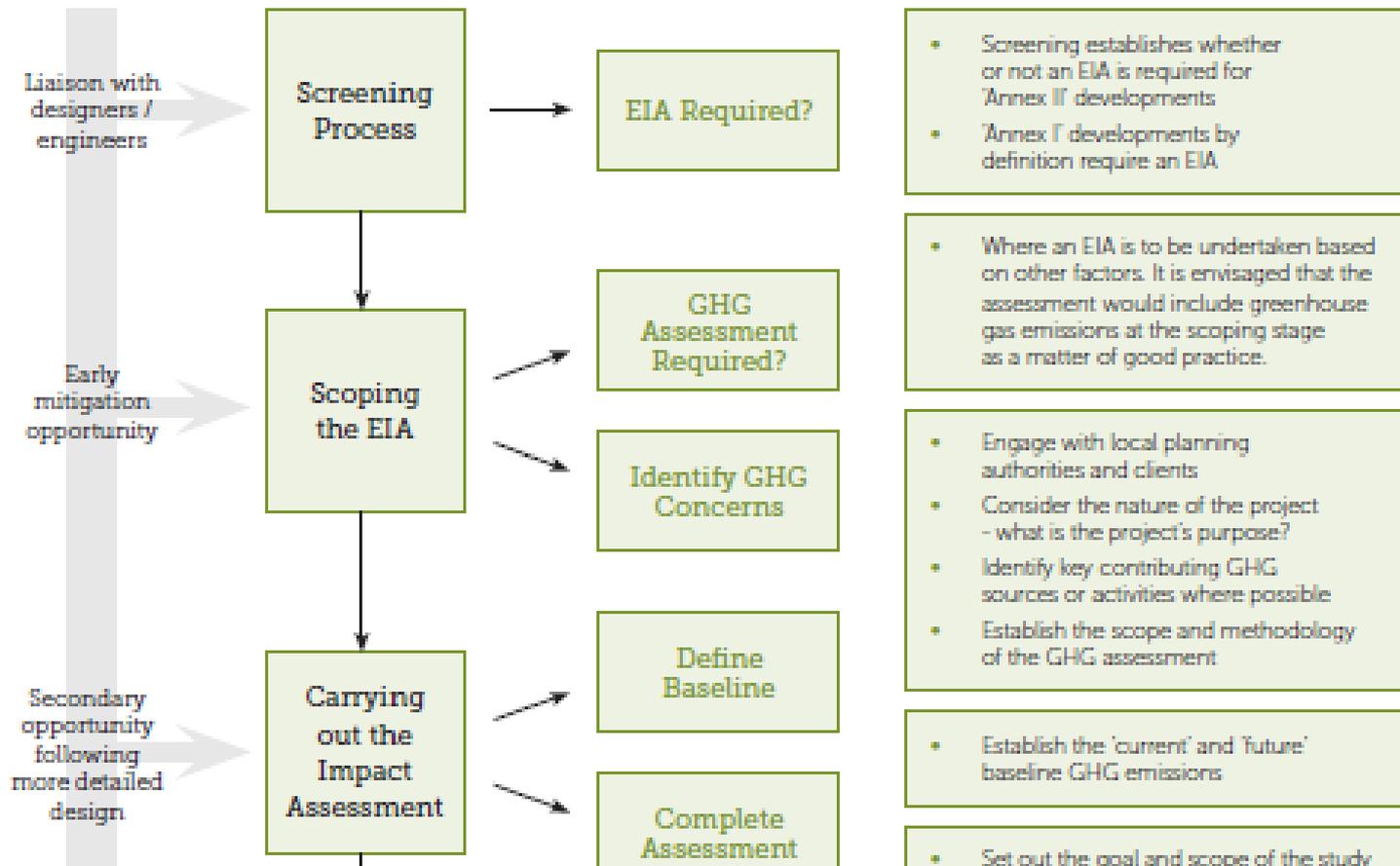
Assessing Greenhouse Gas Emissions and Evaluating their Significance



2017

The scope of the guide

FIGURE 1: Scope of this guide



Assessing GHG emissions

Define goal,
scope and
assumptions

Set
study
boundary

Select
calculation
methodology/s

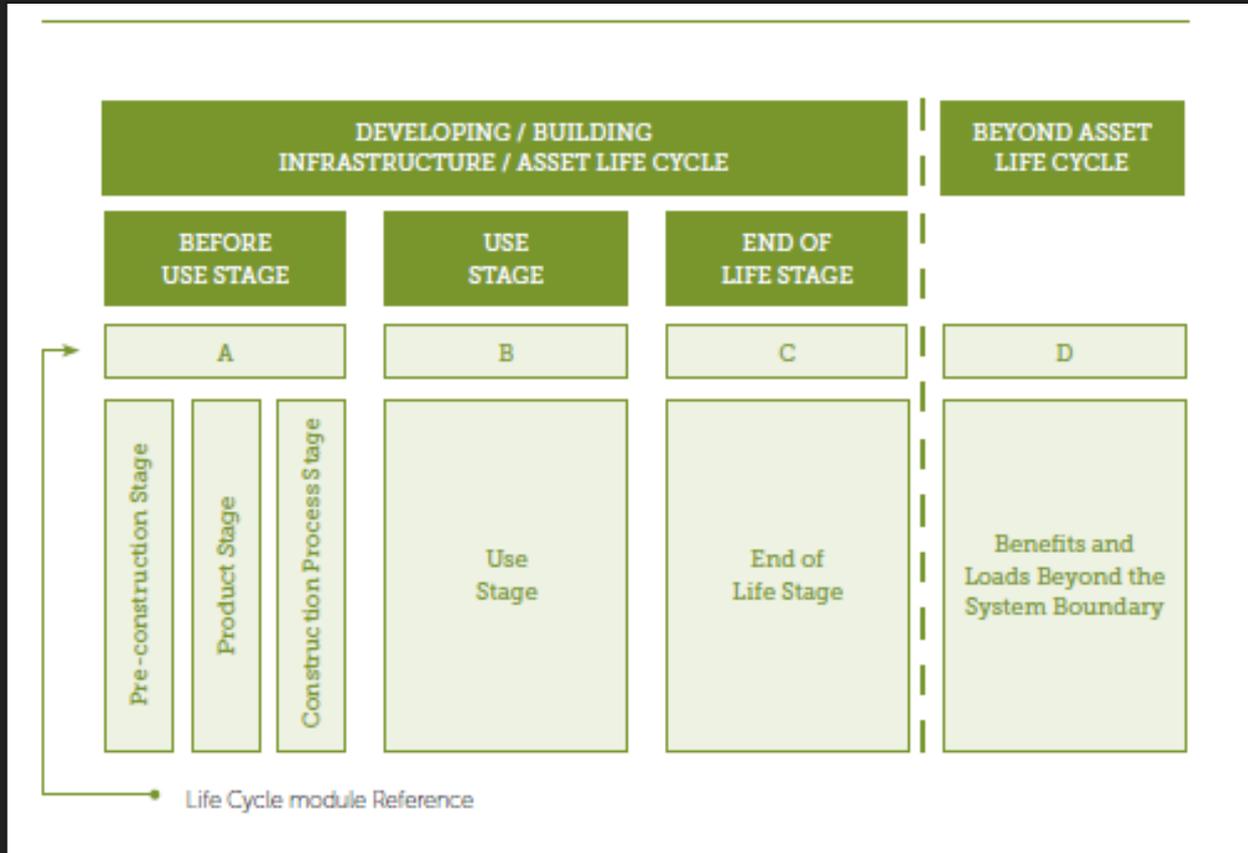
Collect
and access
data

Calculate GHG
emissions
inventories

Interpretation
and
reporting

- Defining study goal and scope
- Study boundaries
- Study period
- Inclusions and cut off rules
- Quantification methodology
- Uncertainty
- Using tools

Adopting a life cycle approach



PAS 2080

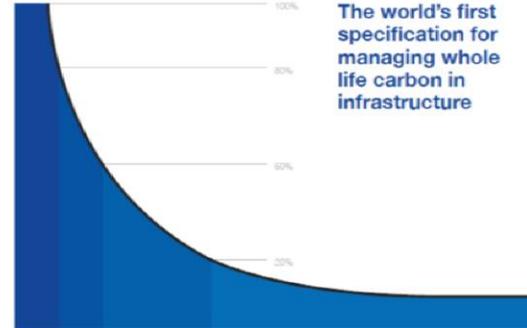
PAS 2080: 2016 Carbon management
in infrastructure



bsi.

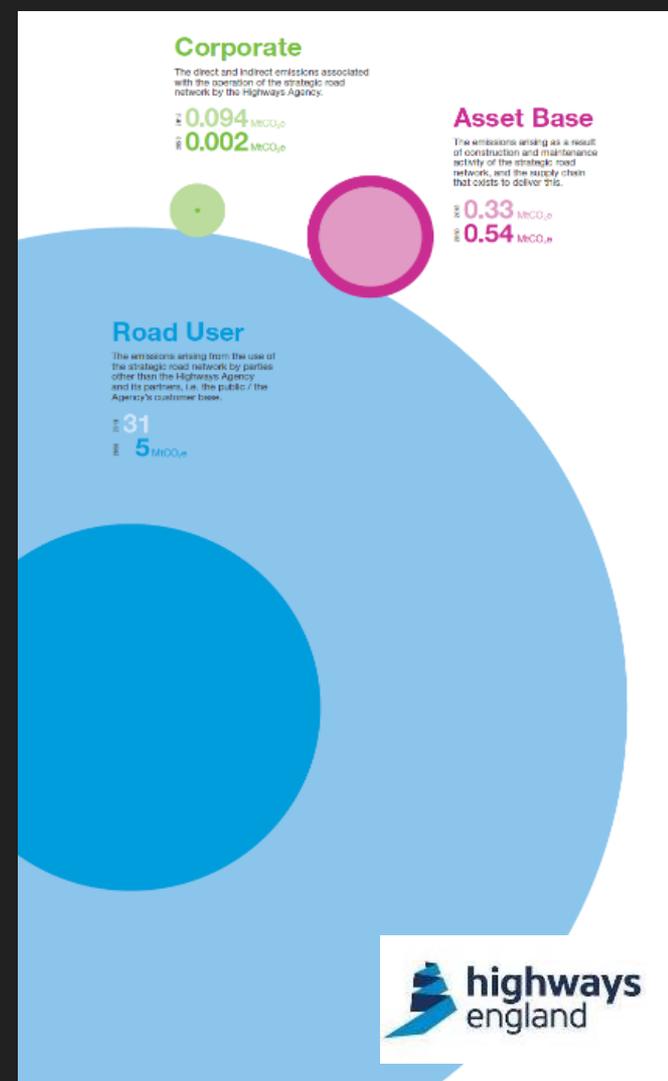
Guidance Document for PAS 2080

CLC
Construction
Leadership
Council
The Green Construction Board

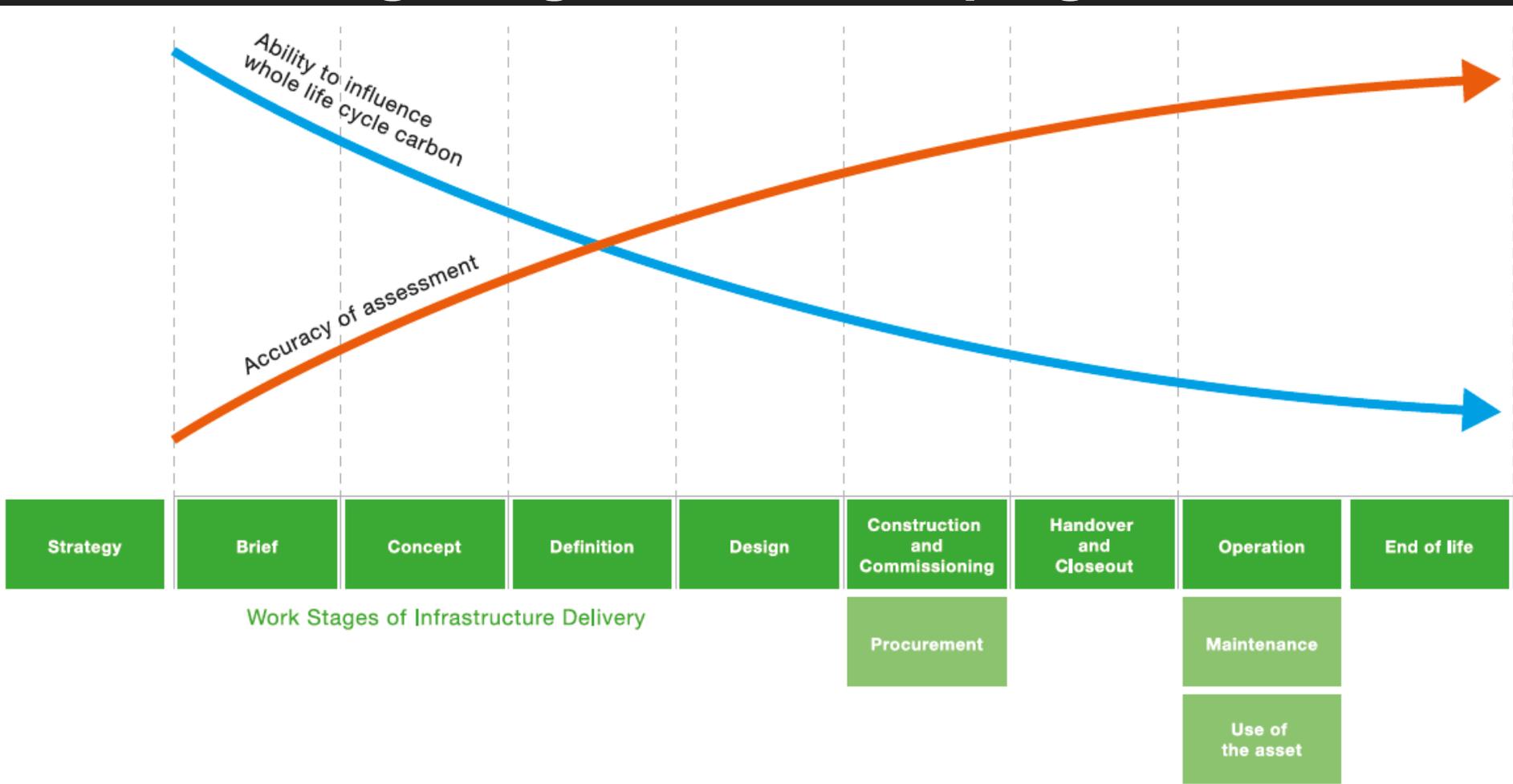


Significance

- Any GHG emissions / reductions from a project **might** be considered significant
- Framework approach:
 - No preferred method for significance
 - No defined GHG trigger threshold.
- Contextualising GHG emissions against any national, sectoral or local budgets encouraged
- Appendix C: Examples from around the world



Front-loading mitigation, but keeping it flexible





Climate Change in the EIA of Flood & Coastal Risk Management EIA

Jo Murphy

IAIA Washington DC

23 August 2017



Flood and coastal erosion risk management in England

Investment programme 2015 to 2021

£1.5 billion in benefits to the agriculture sector through flood risk reduction

£2.5 billion of Defra capital grant invested in the 6 years

Investing in built schemes and improving critical services - flood warnings, forecasting, mapping and telemetry

One in six homes in England is at risk of flooding

£22.3 billion in benefits through damages avoided from **300,000** households being better protected

Total additional benefits to the value of **£29.4 billion** through flood damages avoided and long term gains

£5.0 billion long term benefits to transport, infrastructure, commerce and industry

42% spent on coastal flood and erosion risk management and **58%** on inland flood risk management

300,000 households with reduced risk of flooding

£600 million benefits through improved biodiversity and local environments

5% reduction in expected annual economic damages from flooding by 2021

Attracting over **£345 million** in additional funding through partnership contributions

The Thames Estuary, UK

- >1.25million people
 - >£80bn Property
 - International Habitats & Species
 - Port of London generates £2.7bn/yr.
 - City Airport
 - Olympic site
- 400 Schools, 16 Hospitals
 - 30 Mainline Railway Stns
 - 68 Underground & DLR Stns
 - 8 Power Stations
 - CTRL portals

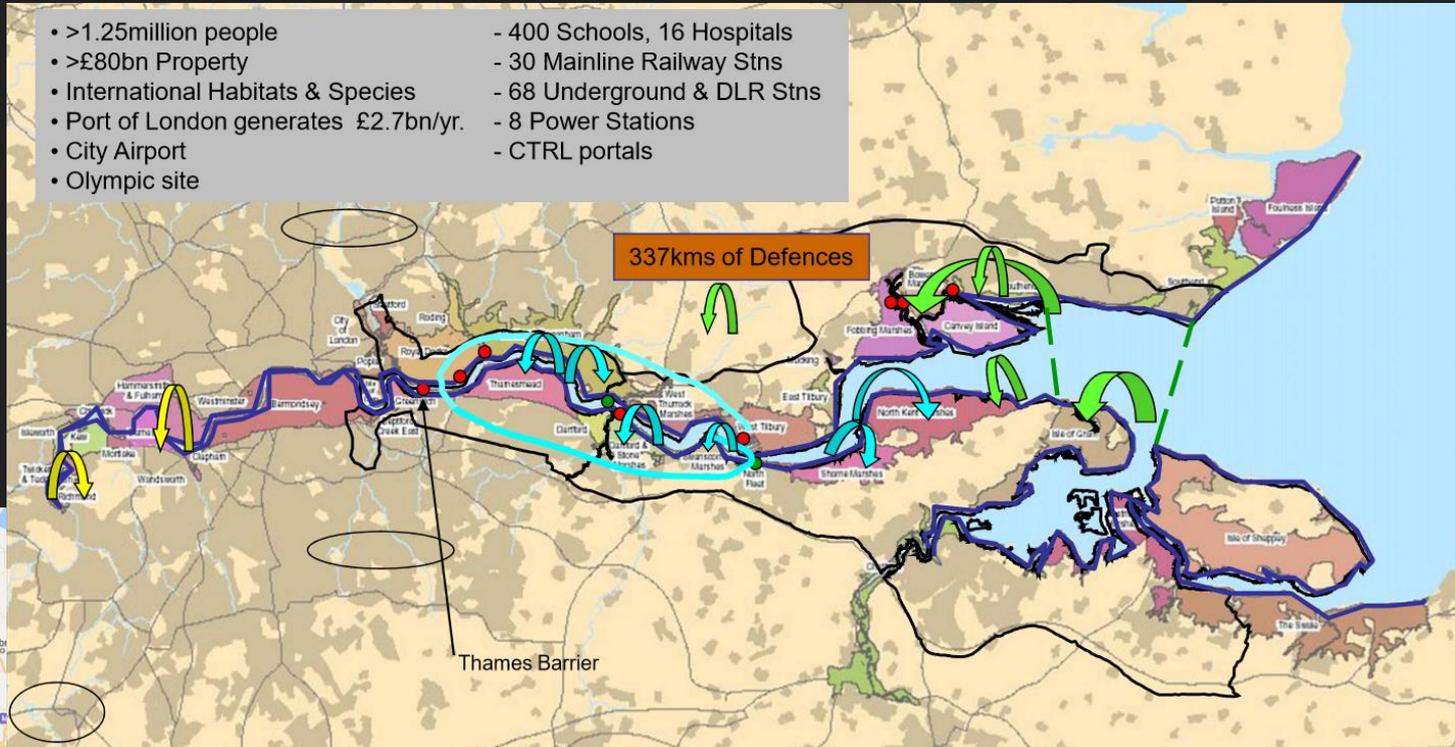
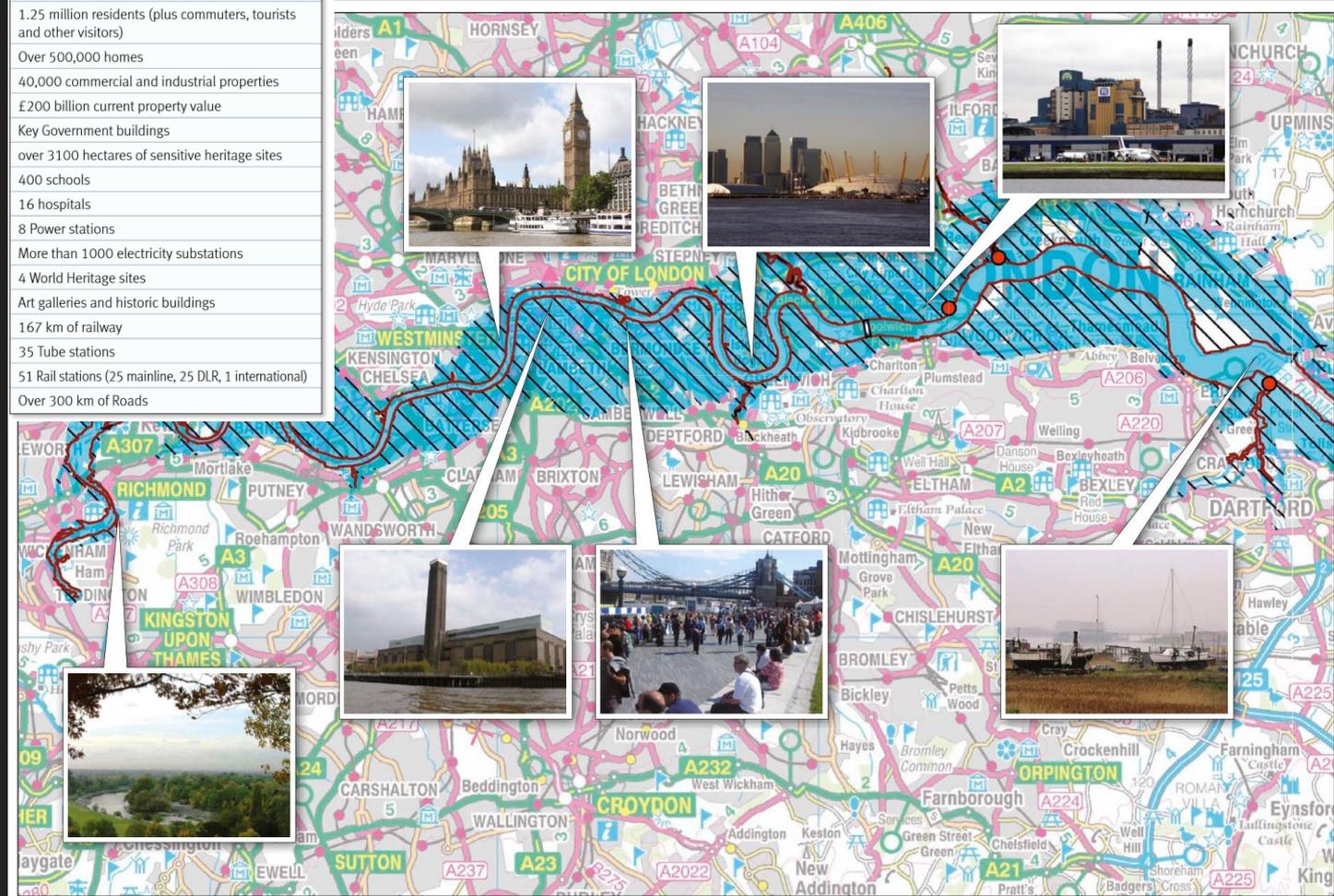


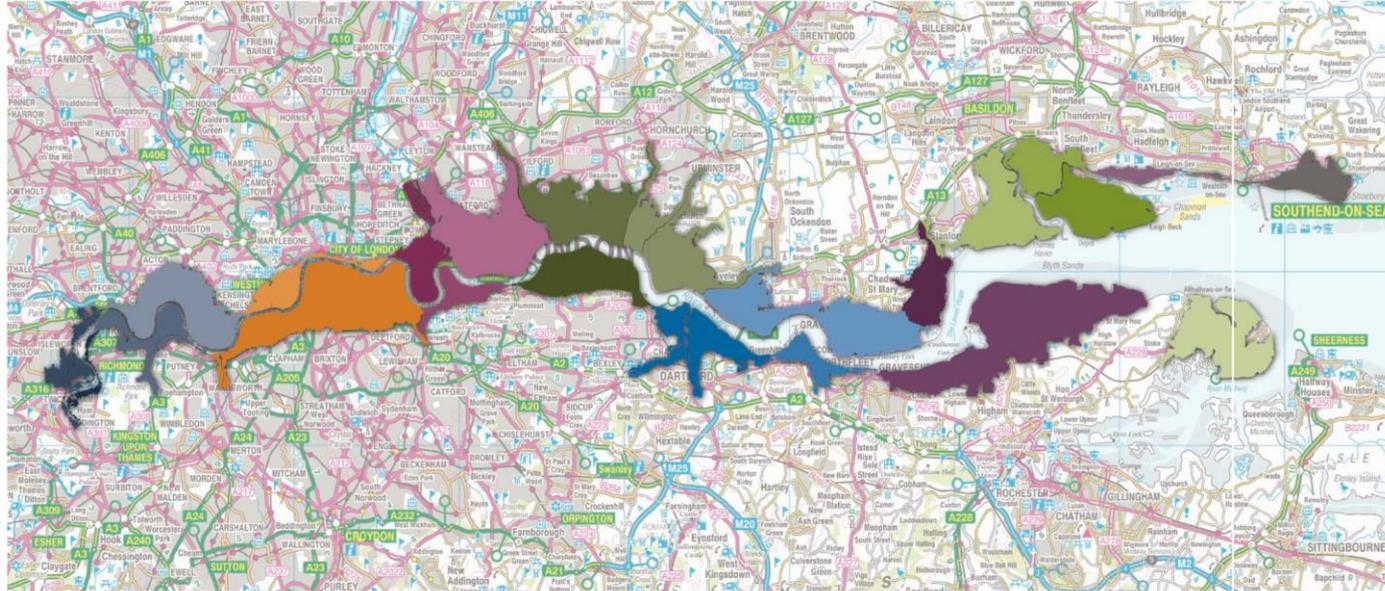
Table 2.1 Assets and people at risk in the tidal Thames floodplain

350 sq km land area
55 sq km designated habitat sites
1.25 million residents (plus commuters, tourists and other visitors)
Over 500,000 homes
40,000 commercial and industrial properties
£200 billion current property value
Key Government buildings
over 3100 hectares of sensitive heritage sites
400 schools
16 hospitals
8 Power stations
More than 1000 electricity substations
4 World Heritage sites
Art galleries and historic buildings
167 km of railway
35 Tube stations
51 Rail stations (25 mainline, 25 DLR, 1 international)
Over 300 km of Roads





Thames Estuary 2100 Plan area



The TE2100 action plan sets out our recommendations estuary-wide and in each of the TE2100 policy units.

There are 23 policy units in the Plan area - to avoid repetition those with similar characteristics and requiring a similar type and range of actions have been grouped together into action zones.

In the Plan, there is a description explaining the features of each policy unit and our action plan for each zone which shows:

- what actions are required;
- who will undertake these actions;
- how this will be done.

There are eight of these local action zones and an estuary-wide zone:

- Action zone 0 – estuary-wide
- Action zone 1 – west London
- Action zone 2 – central London
- Action zone 3 – east London
- Action zone 4 – east London downstream of Thames Barrier
- Action zone 5 – middle Estuary
- Action zone 6 – lower Estuary Marshes
- Action zone 7 – lower Estuary, urban/industrial and marshland
- Action zone 8 – Seaside/fishermen's frontline

Indicator value
(e.g. sea level rise)

Threshold value of indicator when intervention is needed

Decision point based on best estimate

Decision point taking account of uncertainty

Recorded values of indicator

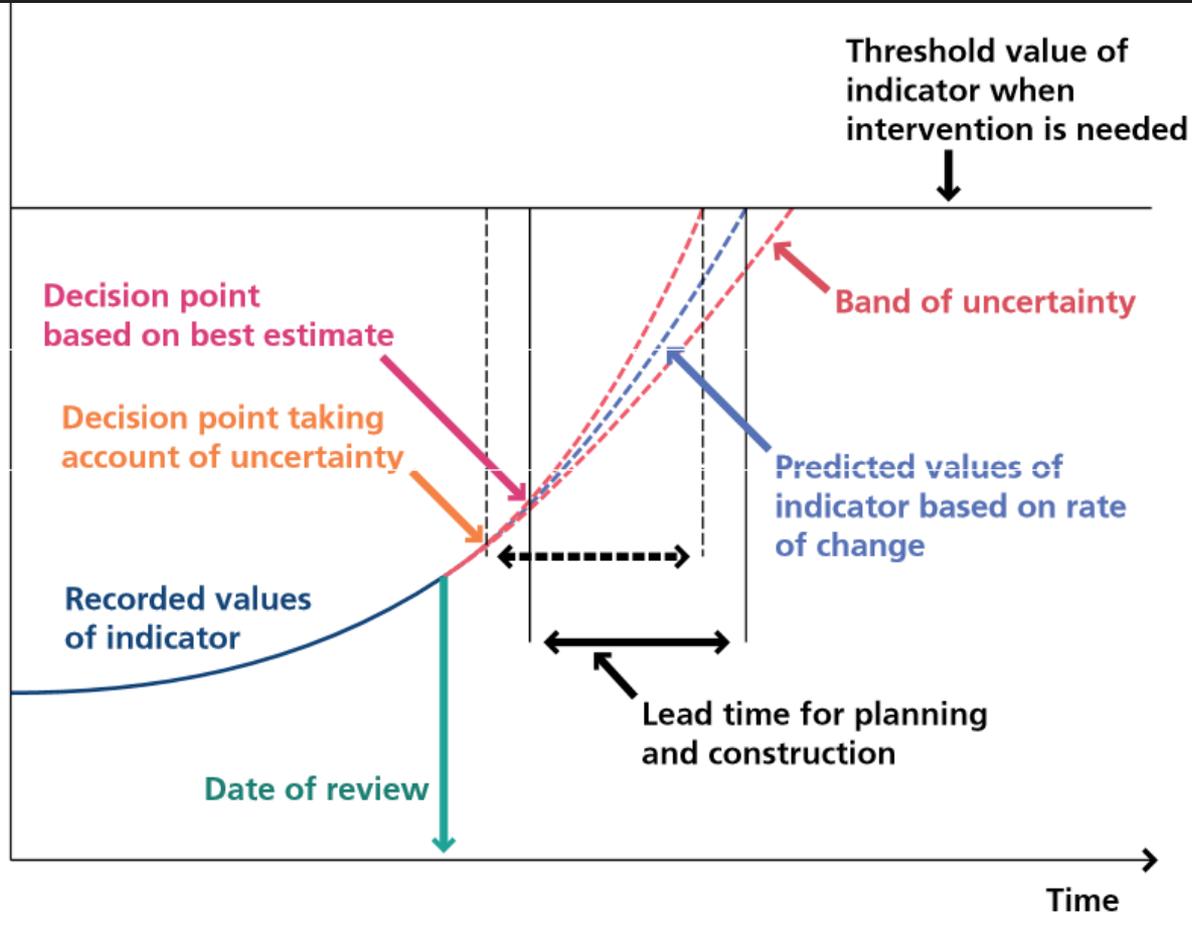
Date of review

Band of uncertainty

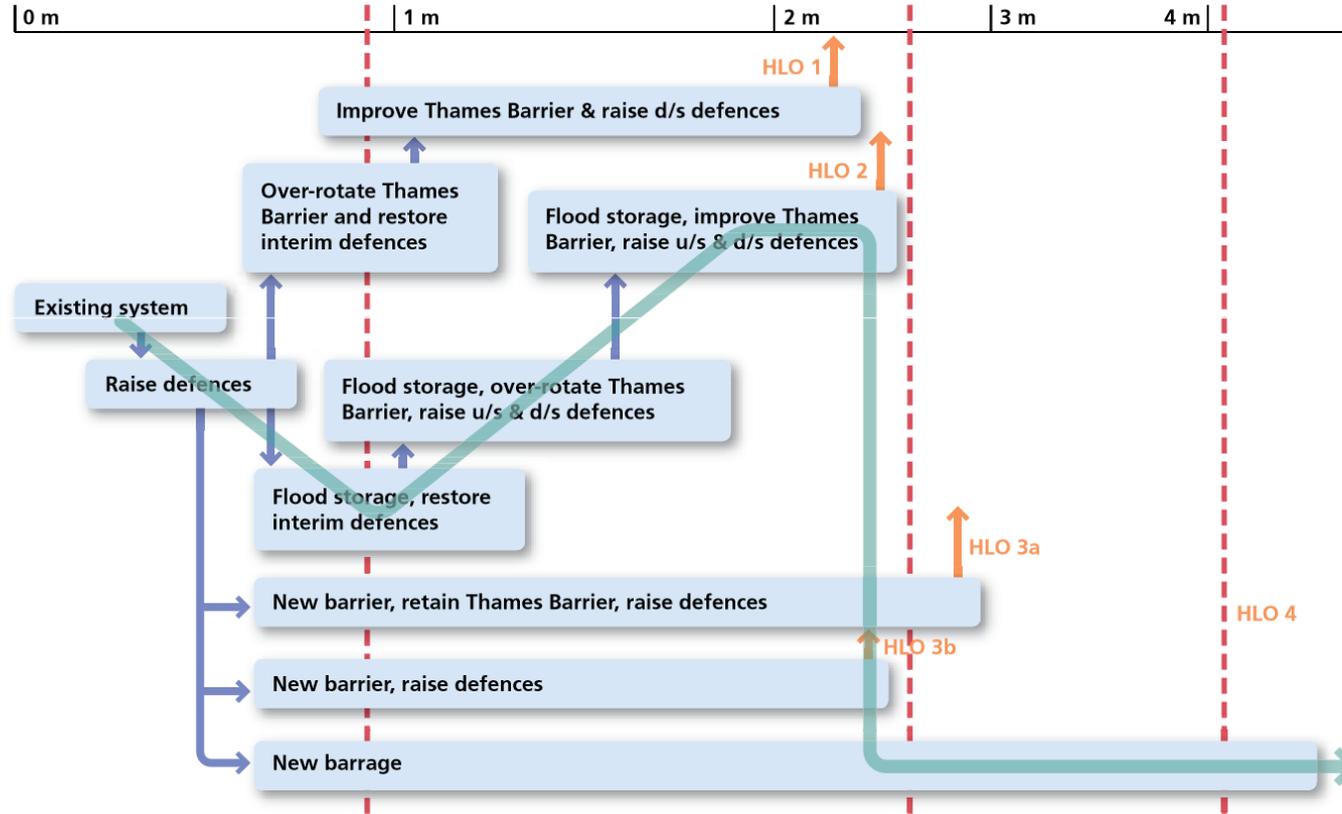
Predicted values of indicator based on rate of change

Lead time for planning and construction

Time



Max water level rise:



Key: - - - Predicted max water level under each scenario
Measures for managing flood risk indicating effective range against water level

Three time horizons – three themes for flood risk management

 <p>First 25 years</p>	<h2>The first 25 years</h2> <p>from 2010 to 2034</p> <p>“Maintaining confidence and planning together”</p>	<ul style="list-style-type: none">• Continuing maintenance, operation and essential improvements.• Creating new habitats, safeguarding the spaces for future flood management and working in partnership with others to reduce flood risk.• TE2100 will have a real influence in the preparation of, and updating of local strategic and spatial plans.
 <p>Middle 15 years</p>	<h2>The middle 15 years</h2> <p>from 2035 to 2049</p> <p>“Renewal and reshaping the riverside”</p>	<ul style="list-style-type: none">• Many of the existing walls, embankments and smaller barriers will need raising and major refurbishment or replacement in this period.• These major projects provide an opportunity to reshape our riverside environment through working with spatial planners, designers, environmental groups and those who live and work in the Estuary area.
 <p>Up to 2100</p>	<h2>To the end of the century</h2> <p>from 2050</p> <p>“Preparing for, and moving into the 22nd century”</p>	<ul style="list-style-type: none">• From 2070 (based on government’s current climate change guidance) a major change will be needed.• The decision on the “end of the century” option to be adopted must be made at the start of this period followed by planning and preparation for implementation• By 2070, flood risk management arrangements must be in place to take us to the end of the century – and beyond.

The supporting evidence

We have built up a comprehensive evidence base of data and results with over 300 studies and investigations. This evidence provides a firm foundation to our TE2100 Plan. It is also a valuable resource for us to share with implementation partners.



To find out more see chapter 10.

Deciding on the Plan

In order to decide on our Plan, we have had to understand the impacts of all combinations of our estuary-wide options. We have used two key methods – economic appraisal and strategic environmental assessment, to undertake this work which is described in chapter 7 “Deciding on the Plan”.



For more information on appraisal and assessment, see chapter 7.

Planning the implementation

Three phases have emerged for implementation of our TE2100 Plan, each having a different objective and theme representing the developing needs of flood risk management in the Thames estuary over the life of the TE2100 Plan:

- “Maintaining confidence and planning together” (2010 to 2034);
- “Renewal and reshaping the riverside” (2035 to 2049);
- “Preparing for, and moving into the 22nd Century” (from 2050).

Review – updated conclusions

Monitoring changes in the Thames estuary

The Plan recognises that there are several factors that determine tidal flood risk in the Estuary, in addition to sea level rise, and that these factors will change over time. The TE2100 Plan therefore identified 10 indicators of change to be monitored as part of the plan. These indicators help us assess whether we need to make the actions identified in the Plan at an earlier or later date, and whether these actions and interventions are adequately managing flood risk on the Estuary.

The Plan requires a review of the indicators of change to be undertaken after 5 years, ahead of a full review of the Plan itself in 2020. The first 5 year review of the 10 indicators of change was published in October 2016. Results from the 5 year review shows that changes in the Estuary are generally taking place in line with the Plan's predictions and we have concluded that the timings of the actions identified in the Plan remain appropriate. However, we need to continue monitoring any changes in the estuary and have identified a number of improvements that should be considered in time for the 10 year review in 2020.

Adaptability & impact assessment

Chapter 7: Deciding on the Plan

SEA and HRA: Conclusions

The conclusion of the SEA and HRA (Appropriate Assessment) is that the environmentally-preferred option is to upgrade and maintain the existing system of defences (Option 1.4). New barrier options are likely to infringe environmental legislation.

Bringing the economic appraisal and SEA together

In summary, the economic appraisal has identified **Improving the existing defences** (Option 1.4) and a **New barrier at Long Reach** (Option 3.2) as “front runners” for the period beyond 2070, with Improving the existing system (Option 1.4) being recommended until that time.

The SEA/HRA process has concluded that Improving the existing system – optimising repair and replacement (Option 1.4) is the environmentally preferred option both pre- and post-2070.

This suggests that the overall preference would be for Improving the existing system (Option 1.4). Current information suggests that a new Barrier at Long Reach (Option 3.2) might be the better economic option by a small margin post-2070. But uncertainty in the assessment post-2070 and the absence of an immediate need for a decision on the “end of the century” option, mean that this will be deferred until a future review of the TE2100 Plan in 2050.



“The Flood”



London overwhelmed by a huge tidal surge in The Flood



KEEP
CALM
AND
HAVE A
TEA BREAK



Perspectives

Proportionate EIA

- The problem of disproportionate EIA
- UK Proportionate EIA Strategy
- Q&A

Competency requirements in:

- UK EIA
- ESIA
- Q&A

Delivering Proportionate EIA

23 August 2017

A Collaborative Strategy for
Enhancing UK Environmental
Impact Assessment Practice

Context

Original
Purpose

tion

Pro

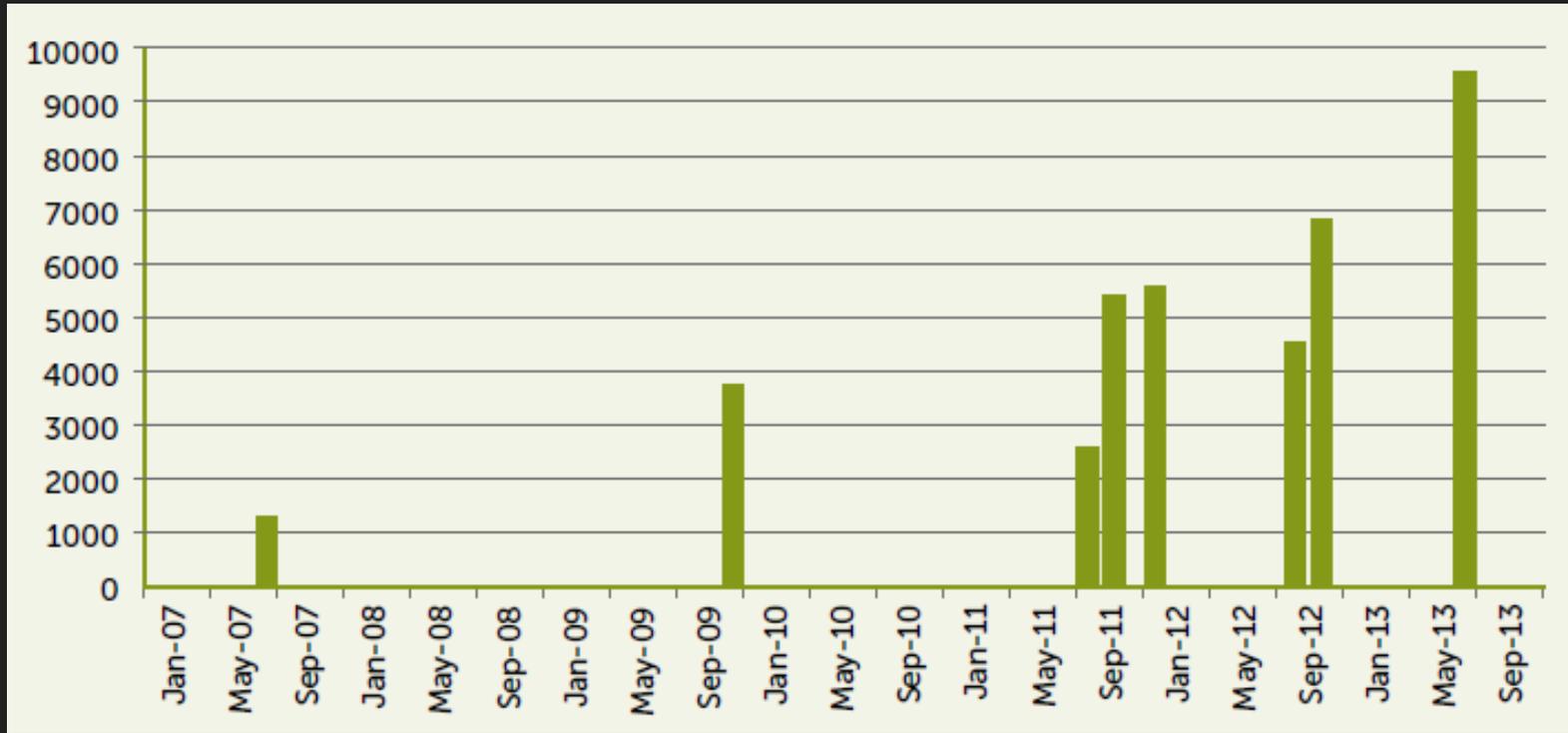
es



Justice Sullivan - 2004

'It would be no advantage to anyone concerned... - applicants, objectors or local authorities - if ES were drafted on a purely "defensive basis" mentioning every possible scrap of information ... Such documents would be a hindrance not an aid to sound decision-making by the local planning authority, since they would obscure the principles issues with a welter of detail'.

Growth in UK Offshore EIS Length 2007-2013



EIA Risks Failing to...

- Be a key voice for the environment in decision-making
- Add value to development design
- Engage the public in effective consultation
- Help manage risks to consenting
- Be more than an expensive exercise

EIA is still valued by Professionals, Govt, and wider stakeholders, but **pressure is mounting and potential for significant change is real *post-Brexit*...**

IAIA Conference Findings 14 June '17



UNIVERSITY OF
LIVERPOOL
Environmental Assessment and Management
RESEARCH CENTRE

Implications of BREXIT for EIA...

Majority think UK will maintain EIA

Split on whether EIA will be more or less important

Majority think significant potential it will limit progress in future EIA practice



Developing the Strategy



Rochelle,
Illinois

Systemic Collaborative Action

Responsive Action (2009-2015)

Treating the symptoms of
disproportionate EIA



Proactive Action (2016 onwards)

Addressing the causes of
disproportionate EIA

Proportionate EIA

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Four Strategic Themes for Action

Enhancing People

So that those involved in EIA have the skills, knowledge and confidence to avoid an overly precautionary approach.

Improving Scoping

To generate a more consistently focussed approach to this critical activity throughout the EIA process.

Sharing Responsibility

Recognising that disproportionate EIA is driven by many factors and that enabling proportionate assessment will require collaborative actions that work towards a shared goal.

Embracing Innovation & Digital

Modernising EIA to deliver effective and efficient assessment and reporting that adds value to projects and their interaction with the environment.

A Holistic Approach

National Grid Seeks to Incentivise Proportionate Practice

Richard William & Timothy Bull (National Grid)

Promoting major infrastructure projects is an expensive business and the cost of EIA is not an insignificant contribution to the final bill. But when faced with the challenge of writing an extra report for an annex to an ES or repeating a survey just in case, caution often wins the day. After all, the risk of failure to get consent for a project all too often outweighs the cost of that additional report or survey, even when the need for it is likely to be marginal.

Regardless, National Grid remains a firm advocate of promoting proportionate practice in EIA and actively encourages its supply chain to adopt and promote proportionate principles in their assessments. As well as providing high level advice to its supply chain on proportionate EIA, the business is now trialling alternative contracting strategies to incentivise proportionate behaviour.

Over recent years some encouraging practice has emerged: suppliers are beginning to proactively challenge scoping opinions from statutory bodies and are actively promoting the consideration of proportionality in their assessments. National Grid has also begun to work collaboratively with suppliers to look at how EIA can be restructured to make them more accessible and better use digital information including the use of navigable GIS systems to support applications for development consent.

Despite some good practice however, EIA still routinely go beyond the core purpose of reporting the likely significant effects of development. To more effectively embed this on value approach to EIA, broad industry consensus as to what constitutes proportionate EIA is needed so that project promoters and practitioners can uphold more proportionate practice with confidence.

A Specific Approach

Landscape Institute Push for Proportionate Visualisations

A personal perspective on proportionate assessment by Mary Fisher (LDA Design)

As a former process improvement consultant, I have always had an interest in efficiency and have been working to reduce our EIA chapter lengths and number of drawings, so I was pleased to be invited to join the team to develop the Landscape Institute Technical Note 02/17 which provides guidance on the proportional use of visualisations.

This is not an easy task as there are a wide range of techniques and technologies and there is not a one-size-fits-all answer. The guidance had to strike a balance between providing sufficient direction and being too restrictive, between the desires of decision-makers and the public to be adequately and accurately informed, and the aim of developers and professionals to provide cost-effective assessment.

Proportionate EIA needs chapter authors, consultants and decision-makers to all play their part with confidence to agree what makes an adequate assessment for a given project and I believe that this guidance is an important contribution to that goal.

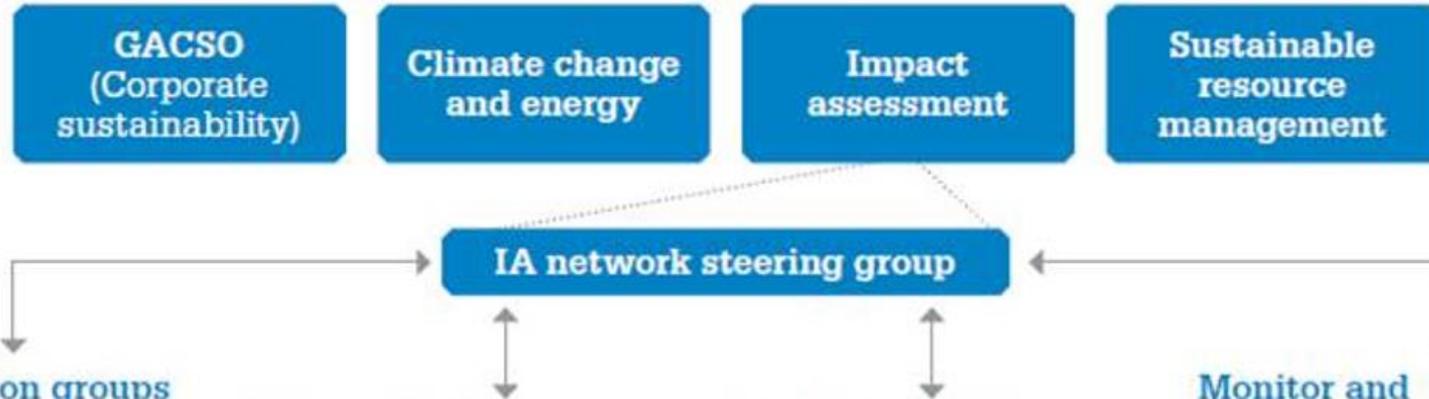


A Strategy is Not Enough





A focus for UK's IA Network & QMark



IA innovation groups

- Evidence plans
- Academia and practice

IA subject groups

- Health
- ESIA
- Heritage
- EIA developers
- Water (developing)

Task-finish groups

- EIA and GHG guide
- Transport in EIA guide
- Soils in EIA guide
- EIA scoping guide
- EIA post-consent guide

Monitor and manage groups

- Shaping development
- Climate resilience
- Noise and EIA (developing)
- GLVIA and EIA (developing)

Call to Action

- Promote the vision for the UK's proportionate EIA future
- Engage key stakeholders and representative bodies in implementing the strategy
- Catalyse actions and initiatives around the four key themes of people, scoping, collaboration and innovation & digital
- Develop a proportionate EIA Charter, creating a positive and visible campaign around which a coalition of the willing can rally.
- Develop an *EIA Digital Strategy* that looks across UK practice to identify the opportunities to deploy advances in technology.

Q&A

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Delivering Proportionate EIA A Collaborative Strategy for Enhancing UK Practice

Over time, Environmental Impact Assessments (EIA) practice has become more complex as practitioners and stakeholders have improved their knowledge and professionalised their activities. While this has significantly improved the quality of EIA practice across the world, the outcome is not universally positive.

An increasing number of countries are now beginning to see examples of disproportionate EIA, in terms of their length, scope and investment of time, which can make understanding the key environmental impacts of a proposed development difficult. This can also make the findings inaccessible to decision-makers and the public, and add undue burdens for developers.

IEMA is leading collaborative activities to improve this situation and deliver more proportionate, and therefore more valuable, EIA.

On 28 April 2023, IEMA brought 15 stakeholder groups from across the UK's consenting and assessment community together to take part in the UK's first Proportionate EIA Summit. Leading UK EIA experts reviewed and discussed the findings. The outcome is a world first - a national strategy designed to enable a co-ordinated and collaborative response across the UK's EIA community to deliver more proportionate EIA.

This strategy, and the inspiring examples of initiatives to deliver more proportionate assessments, is both a call to arms to all those who value UK EIA, and an invitation to join IEMA in redefining this key sustainable development tool.

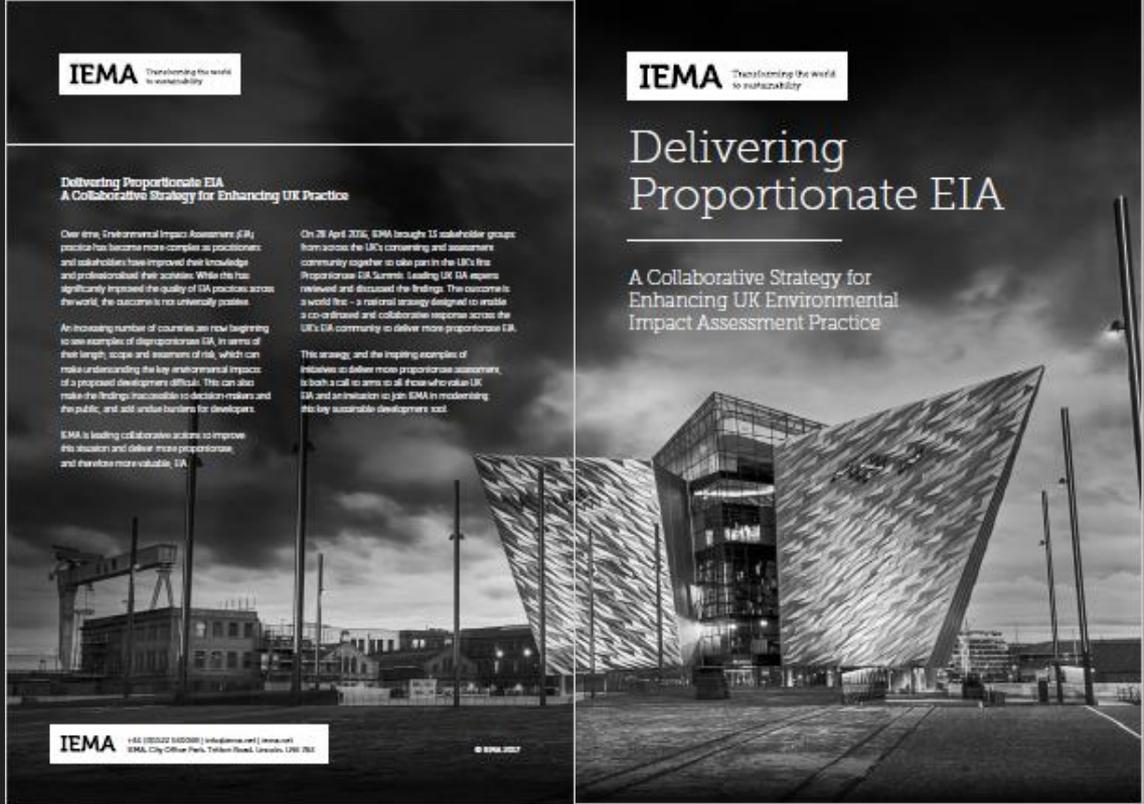
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Delivering Proportionate EIA

A Collaborative Strategy for
Enhancing UK Environmental
Impact Assessment Practice



FOTHERGILL
Training & Consulting

Current Competency Expectations in IA Systems



Europe – 2014/52/EU

Competent expert [Art 5(3)(a)]

- EU developers must ensure EIS IS prepared by competent experts.

Sufficient Expertise [Art5(3)(b)]

- Consenting authority must have access to sufficient expertise to examine the EIS for completeness and quality.

All 28 EU Member States had to comply by 16 May 2017,
but Directive provides no definition / guidance...

World Bank: Environment & Social Framework

(August 2016)

ESS1:

- ESA 'prepared by qualified and experienced persons'
- Use of Borrower frameworks, **if id gaps** = measures & actions to address capacity development in Borrower, national, subnational, sectoral implementing institutes

ESS4,5,6: Competent professionals, 'qualified experts', etc

ESS9: FI's ESMS include 'organisational capacity & competency'

Competency expectations included in some national, sub-national and financial institutions IA systems.

But...

Coverage is incomplete, requirements are non-specific & terminology varies

Common understanding of quality / consistency is lacking in ES capacity development & training activities

UK EIA Practice
Competent Experts
& Sufficient Expertise

IEMA

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to sustainability

UK EIA Co-ordinator *Competent Expert*...

Standard Practice: Individual that can demonstrate all of following:

1. **Full** membership relevant prof. body / Registered EIA Practitioner status;
2. Experience of leading **substantive** components of EIA process;
3. Evidence of on-going CPD relevant to coverage of Schedule 4 (Annex IV)

Good Practice: Standard + in EIA Quality Mark registrant



Best Practice: Good + individual has *Principal EIA Practitioner* status

ES Competency

A growing trend in the transition to
Borrower Safeguards?

Towards a Global Environmental & Social Competency Framework for Large Infrastructure Projects

14 April 2016



European Bank
for Reconstruction and Development

IAIA16- Nagoya (12 May 2016)

The Principles of Collaboration for Country Safeguard Systems

Signed by ADB, World Bank, Japan International Cooperation Agency (JICA), and fellow members of the Development Partners Safeguard Coordination Committee.

Understanding **current** Competency Expectations



Exploring IA Competency Requirements

Establishing a Global Baseline



Josh Fothergill
& Dr Ross Marshall
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Effective IA requires competent professionals, but we lack a shared understanding of...

- What competency requirements exist around the world?
- Whether common criteria exist between such systems?
- How such systems are developing?

IAIA Member Value:

1st edition compendium of current national / other IA competency systems (November '17)

Do we need to consider exploring a
framework standard for global ES
competency?



ANY
QUESTIONS
?

Thank You!



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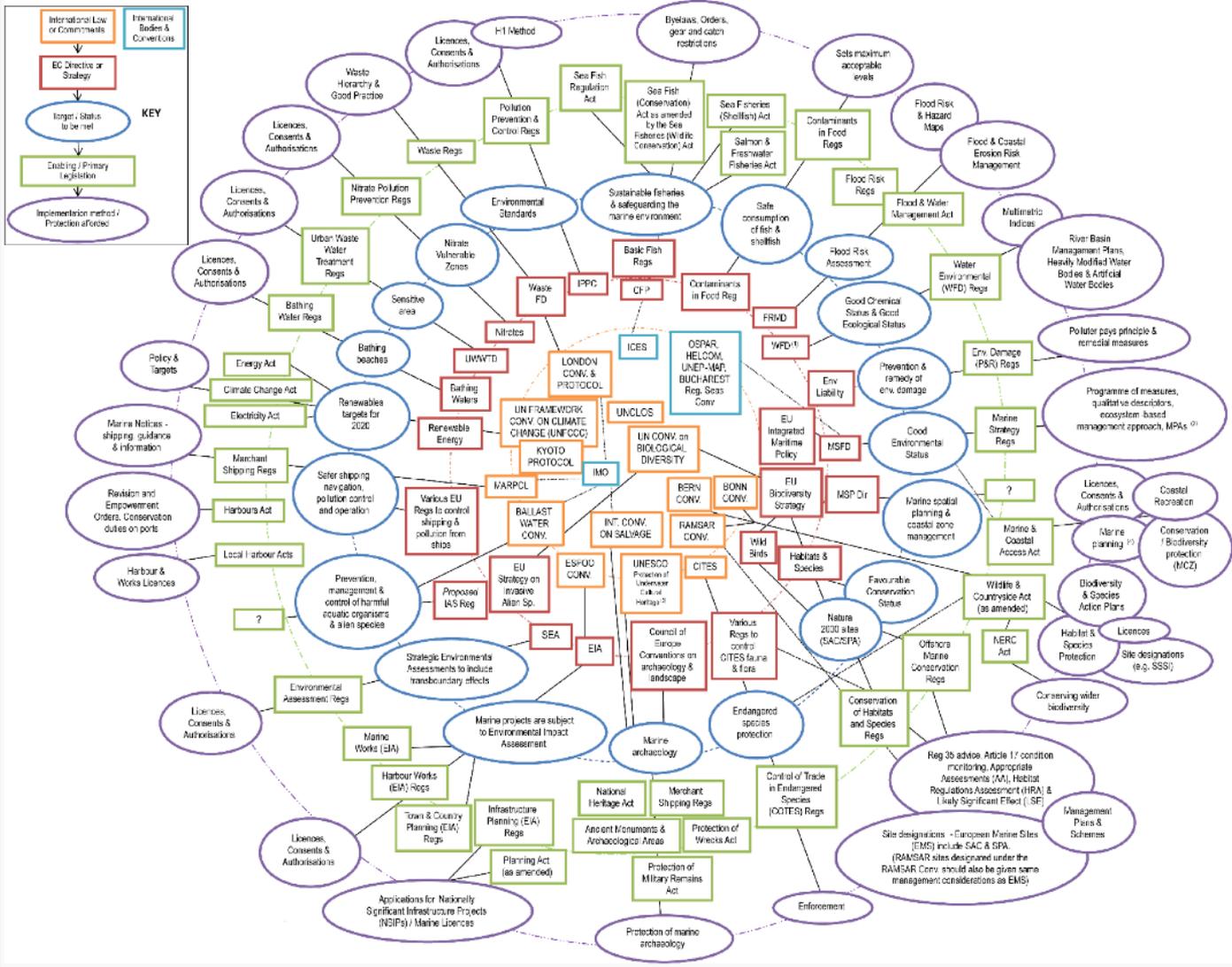
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Overview: Revising the EIA Directive



Main Changes via 2014/52/EU

- A definition of EIA
- EIA Report
- Joint / Co-ordinated HD
- Time limits
- Screening Revisions
- New / revised topics
- Scoping Revisions
- Competent Experts
- ES Content
- Examination of ES and sufficient expertise in CA
- Decision Notice
- Monitoring
- Penalties & Conflict Interest
- Transitional arrangements



Ice Breaker

