



**IAIA**  
International Association  
for Impact Assessment

# MOVING FORWARD WITH CONFIDENCE

## Annual Report 2023



# Mission & Vision



## Who we are

The International Association for Impact Assessment (IAIA) is an organization with a voluntary membership of professionals from a diverse array of interests and organizations, all of whom are concerned with environmental stewardship and sustainability. Collectively, our goal is to protect, not harm, the earth and its environments and peoples.

## Vision

A just and sustainable world for people and the environment.

## Mission

IAIA provides the international forum to advance best practice and innovation in impact assessment and advocates for its expanded use for the betterment of society and the environment.

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Impact assessment, simply defined, is the process of identifying the future consequences of a current or proposed action. IAIA is the leading global network on best practice in the use of impact assessment for informed decision making regarding policies, programs, plans and projects. Members of IAIA believe that impact assessment is a practical tool for helping meet today's needs without compromising the opportunities of future generations.

Our members are our greatest asset.

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# Message from our President



**Edith Birungi Kahubire**

President

I take this opportunity to say thanks, for on so many fronts all of you—all my conversations with you, whether in meetings, webinars, or face-to-face—are what have kept me inspired and kept me going. I have become a better person while learning from you and serving you.

In 2023, the world continued to navigate the challenges posed by the COVID-19 pandemic, with many countries focusing on vaccination campaigns and managing transitions to living with the virus as an endemic threat. The year also saw significant advancements in technology, especially artificial intelligence, and renewable energy. In addition, the world observed increased awareness in climate change with increased urgency to reduce carbon emissions, enhance sustainability, and protect biodiversity.

I saw resilience amongst members of IAIA with the continued desire to associate, network, and learn amidst restrictions and high costs of travel. The conference in Kuching, Malaysia, reinforced the sense of belonging and family that has often been relegated to Zoom meetings and all other forms of digital platforms.

Our new Chief Executive Officer, Gary Baker, Chief Operating Officer, Bridget John, and the rest of the

team in Fargo have done extremely well creating an enabling environment for the membership as we adapt to post-lockdown. They have made a tremendous effort putting in place systems and processes that make it easier to create value for members. They have also worked hard to create partnerships and collaborations to ensure that projects, aspirations, and initiatives of members can be supported.

One such output is the strategic plan. At a strategic level, we remain committed to ensuring that IAIA remains financially viable. It is increasingly important that we continue to grow membership and develop products and services that will augment membership value. The strategic plan also involves expanding our training and development as well as our outreach to media and to new and potential partners. Environmental and social challenges of 2024 include biodiversity loss with rapid growth in human consumption, global trade, and urbanization contributing to decline in wildlife populations. Plastic pollution also remains a massive issue. Additionally, deforestation, air pollution, and melting icecaps and sea level rise are pressing issues that will require concerted effort. These challenges underscore the importance of continued innovation, collaboration, and commitment from *impact assessment practitioners*, policy makers and the global community to ensure a sustainable and equitable future.

As we *move forward with confidence*, I draw my inspiration from the words of Albert Einstein who said, “Life is like riding a bicycle. To keep your balance, you must keep moving.” Let us continue to ride our strategic plan and maintain our balance in all aspects of our lives.

I wish you all a happy 2024!

# Message from our CEO



**Gary Baker**

Chief Executive Officer

Writing my first CEO message provides a perfect opportunity to reflect on a thrilling and educational twelve months in my new role. I would like to express my heartfelt thanks to the Board for their support, and to the HQ staff in Fargo who have made me feel so welcome, as well as being open to sharing their experience and in engaging with fresh ideas and perspective as we have crafted our new strategic plan.

Attending IAIA23 in Kuching provided a fabulous introduction to many of the things we excel at as an organization, as well as to the extraordinary range of expertise and passion within our member community. Identifying ways to harness this expertise and passion, effectively, has been at the forefront of thinking in setting strategic priorities—with a focus on establishing and demonstrating member value, and delivering on the commitments within our mission statement in leading the global impact assessment profession towards an even brighter future.

As I have engaged in conversations around impact assessment, both internal and external to our organization, it is clear that we have a compelling opportunity to raise the profile and effectiveness of IAIA and the profession we represent as we challenge ourselves to identify smart collaborations and to deliver effective actions on resolving urgent societal challenges.

In the past year, we have invested in critical technology upgrades and welcomed excellent new staff members; and these provide essential components to delivering on our core operational pillars:

**Membership:** Strengthening our community

**Training and development:** Nurturing expertise

**Products:** Delivering excellence

**Partnerships:** Expanding our reach

**Communications:** Amplifying our voice

In the same way as within an IA framework, as we implement our strategy we will need the discipline and confidence to reflect on outcomes and to re-calibrate as required, or as the eminent management guru Peter Drucker observed:

**“Follow effective action with quiet reflection. From reflection will come even more effective action.”**

I am very much looking forward to engaging with current and future members, both on effective action and quiet reflection, as we strive to be recognized as a world-leading, professional body providing leadership to a valued and respected profession. Let us move forward with confidence.



# Board of Directors



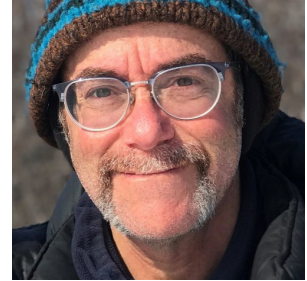
President

**Edith Birungi  
Kahubire**



Past President

**Gaby Factor**



President-Elect

**Alan Ehrlich**



Director-Treasurer

**Miguel Repas  
Goncalves**



Director-Secretary

**Mireya Archila**



Director

**Victoria  
Márquez-Mees**



Director

**Bryony Walmsley**



Director

**Kiichiro Hayashi**



Director

**Francesco Mazzei**

# The Main Event



Resilience through impact assessment and leadership  
8-11 May 2023 | Kuching, Malaysia



565 delegates from 73 countries gathered in Kuching to address the question “How can impact assessment and leadership accelerate transformation and sustain resilience in a world marred by adversities that require immediate, impactful solutions?”

**99%**

of delegates would recommend future IAIA conferences to their colleagues

**96%**

met at least one person they planned to contact after the event

**90%**

acquired significant new information, knowledge, and/or techniques

**97%**

shared information obtained at IAIA23 with colleagues and/or stakeholders

## Participation by Region

Africa	50	8.9%
Asia	251	44.5%
Australia & Oceania	70	12.4%
Central America & Caribbean	2	0.4%
Europe	72	12.8%
Middle East	9	1.6%
North America	96	17.0%
South America	15	2.7%
<b>Total</b>	<b>565</b>	

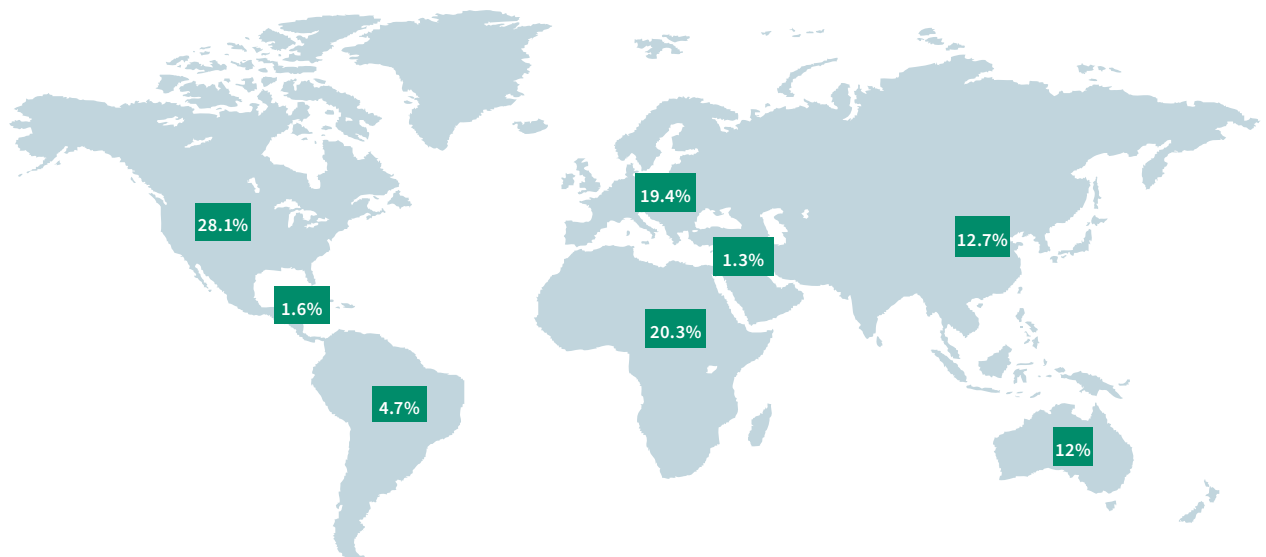
# Membership Overview

as of 31 December 2023

**1,111**  
members

**99**  
countries

312	North America	225	Africa	216	Europe	141	Asia
133	Australia & Oceania	52	South America	18	Central America & Caribbean	14	Middle East



## Stewardship-Level Corporate Members

British Columbia Environmental Assessment Office (BC EAO), Canada  
European Investment Bank (EIB), Luxembourg

## Standard-Level Corporate Members

Acorn International LLC, United States | Al Athar Company for Research & Studies, Saudi Arabia | Creating Communities, Australia | Earth Active, United Kingdom | ECO Canada, Canada | Hydro-Québec, Canada | Minconsult Sdn Bhd, Malaysia | Parks Canada, Canada | Swedish University of Agricultural Sciences, Sweden | Tebel Estudios e Ingeniería, Chile | Uganda Association for Impact Assessment (UAIA), Uganda | Vale, Brazil



## Affiliates

### Africa

IAIA-Ghana

IAIAsa (South Africa)

Impact Assessment Association Zambia (IAAZ)

Association for Environmental Impact Assessment of Nigeria (AEIAN)

Associação Moçambicana de Avaliação do Impacto Ambiental (AMAIA)

### Asia

Korea Society of Environmental Impact Assessment (KSEIA)

Hong Kong Institute of Environmental Impact Assessment (HKIEIA)

Myanmar Environmental Assessment Association (MEAA)

Nepal Association for Impact Assessment (NAIA)

### Australia & Oceania

New Zealand Association for Impact Assessment (NZAIA)

### Europe

Asociación Española de Evaluación de Impacto Ambiental (AEEIA)

IAIA-Italia

UVP-Gesellschaft e.V.

Associação Portuguesa de Avaliação de Impactes (APAI)

### Middle East

Iranian Association for Environmental Assessment (IAEA)

### North America

Association québécoise pour l'évaluation d'impacts (AQÉI)

IAIA Western and Northern Canada (WNC)

Ontario Association for Impact Assessment (OAIA)

## Branches

Ireland-UK

Japan

Washington Area (USA)

## Special-Interest Sections

Academia

Agriculture, Forestry, &  
Fisheries

Biodiversity & Ecology

Climate Change

Corporate Stewardship & Risk  
Management

Cultural Heritage

Disasters & Conflicts

Emerging Technologies

Governance & Implementation  
Systems

Health

Indigenous Peoples

Public Participation

Social Impact Assessment

Students & Young Professionals

# Initiative: SEA Global Guidance for renewable energy projects

IAIA is continuing its 2022 initiative to develop and promote SEA guidance for the renewable energy sector. Following on from a well-attended progress meeting in Kuching, two working drafts have been released for public review, and expert reviewers have been sourced for individual energy chapters. Work continued apace on this major initiative in 2023, marshalled and spearheaded by Barry Dalal-Clayton and Miles Scott-Brown, and overseen by a Partners Council, reflecting the invaluable support from ADB, IAAC, IFC, NCEA, and NORAD.

As we approach the final stages of editing and finessing expert feedback, consideration is also turning to the challenge of effective dissemination and the training needed in order to maximize awareness and uptake of the work. What is clear, both in the commitments coming out of COP28 and in the exponential uplift in renewable energy provision, is the timeliness of the initiative in addressing an urgent need for practical guidance for planners and policymakers to support strong, informed decision making on the burgeoning pipeline of renewable energy projects.



## Innovation Grant

Innovation grants are a competitive source of funds provided by the IAIA Board to encourage members, Sections, Branches, and Affiliates to undertake innovative projects to advance the strategic direction of IAIA. Between 2-4 grants are typically awarded each year, ranging from \$2,000-\$5,000 each, and the projects must be achievable within a 12-month time frame.

### Awarded in 2023

#### **Catalyzing transformation in environmental assessments: Best practices for biodiversity valuation in spatial planning**

*Margarida B. Monteiro (IAIA member)*

The grant project aims to create a comprehensive dataset on environmental assessment practices (SEA and EIA) in the European Union, understand adherence to best practices using BioValue insights, understand biodiversity literacy in environmental assessments (EA), and propose transformative measures for global impact on biodiversity valuation in spatial planning. Ultimately, the project will result in a final report detailing biodiversity in EA, actual and best practices, and conclusions about how to improve EA practices. There will also be an article summarizing results and best practices for the IAIA website as well as a webinar and an *IAIA* journal article.

# Tech Stack Overhaul

After several months of careful research to find software that both met our needs and also integrated well together, IAIA began the process of converting four of its technology systems to new software in June 2023. Our key goals were to improve customer experience, streamline operational activities, and increase member engagement.

After a careful review and scrub of the data, IAIA's membership database and online store were switched to Novi. At the same time, IAIA's financial software was switched to Quickbooks Online to allow seamless integration between the database and financial systems. Shortly thereafter, IAIA moved its online community (IAIAConnect) to Sengii, which also seamlessly integrates with the member database, and rebranded it as The Hub. In addition to the IAIA Members group in The Hub, IAIA reinstated the Section groups to allow more Section work to be carried out virtually within the community. IAIA also switched its email communication software to MailChimp to take advantage of both seamless integration as well as cost savings.

While the systems had only been active for a few months in 2023, initial feedback was generally positive. IAIA HQ has already noticed a time savings for staff, and members have been actively using the systems to renew and pay memberships, to register for IAIA24 and for online training, and to post within The Hub. There may certainly be small bumps in the road ahead, as is often the case for new technology. However, we have been very pleased with the efficiency and effectiveness of the systems thus far and look forward to taking advantage of even more of their functionality in the future.

**Improve customer experience**  
**Streamline operational activities**  
**Increase member engagement**



# Training and Resources

## Annual Conference Training Courses at IAIA23 (Kuching, Malaysia)

A total of 122 people participated in the in-person training courses at IAIA23.

- Leadership in EIA
- More Effective Impact Assessment: Tools for Stronger Argument and Clearer Writing
- Theory and Practice of Biodiversity-Friendly Infrastructure
- Cumulative Effects Assessment
- How to Seamlessly Connect EIA and EMS Through Improving Communication, Interaction, and Partnership
- Resettlement Planning and Impact Assessment: Achieving the Intended Outcomes
- Health in Environmental Impact Assessment
- Sustainable Finance and IA Systems: Synergies and Interlinkages

## Online Training Courses

IAIA continued offering online, interactive training opportunities in the form of online training courses (OTCs). In 2023, IAIA successfully offered three OTCs, with some delivered twice during the year. A total of 115 individuals enrolled in the courses.

- Resettlement and Livelihood Restoration: Achieving the Intended Outcomes (two deliveries)
- More Effective Impact Assessment: Tools for Stronger Argument and Clearer Writing (two deliveries)
- Effective Engagement in IA



“The course provided me with a solid foundation in impact assessment, fostering a deep understanding of the field’s principles, methodologies, and ethical considerations” – 2023 PDP Participant

”

## Professional Development Program (PDP)

Since the creation of the PDP “Foundations of IA” course in 2017, we have had participants representing 77 countries. In 2023, 126 registrants from 33 countries completed the course. Thanks to funding provided by the Norwegian Agency for Development Cooperation (Norad), the “Foundations of IA” course content was updated, incorporating new case studies, videos, and resources.

Norad’s funding has also supported the development of the Social Impact Assessment PDP course. By the end of 2023, we were able to finalize the course content and expect to launch a pilot course in 2024.

## Webinars

IAIA continued offering free learning opportunities throughout 2023 with a variety of webinars. Throughout 2023, a total of 2,729 people registered for our webinars, with 1,026 attending live.

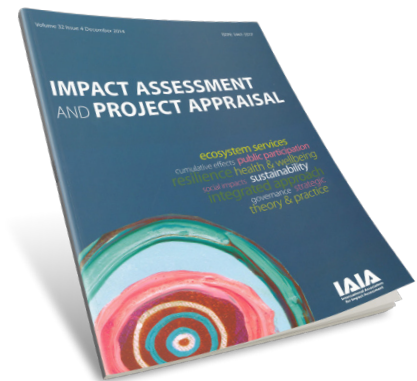
- Theme Forum – Think Big: 2050 City Megagrowth – Part One
- Theme Forum – Think Big: 2050 City Megagrowth – Part Two
- Digital IA: Enhanced Environmentally Integrated Design Enabled by Digital Advances
- Food Security in Impact Assessment
- Launching of the First Geoportal of Migratory Austral Geese – An Online Tool
- Evaluaciones de Impacto y Derechos Humanos – Two Modules
- Minimizing Risk in the Valuation of Unregistered Land for Infrastructure Projects



# Publications and Web Site Highlights

## *Impact Assessment and Project Appraisal*

- Top **downloading** countries were the UK, the USA, Australia, India, and Canada.
- Top **citing** countries were China, Canada, the UK, South Africa, and Australia.
- Top **submitting** countries were China, Canada, the UK, Brazil, and Australia.
- Submissions were slightly up on 2022: 138 compared to 127.
- Acceptance rate dropped from 39% in 2022 to 27% in 2023. This is in part due to a higher amount of out-of-scope submissions being sent to the journal, mainly from China.
- The Impact Factor stayed steady at 2.1.
- Altmetrics in 2023 included more mentions of newer articles (6/10 were from 2022/2023) with increased scores on 2022 as well—news sites have been picking up articles and linking to them. This is compared to 2022 in which 8/10 of the Altmetric article scores were old articles.
- Median time to first decision again dropped for 2023—from 15 to 8 days.
- Median time to final decision also dropped for 2023 — from 18 to 8 days.
- Average days of article publication from acceptance to being published online dropped to the joint lowest (with 2019) at 13 days.



## Social media snapshot and Web site updates

- Contracted with MediaOnQ to increase frequency and quality of social media posts
- Developed a social media content calendar
- Established more sophisticated social media tracking and analytics, developing baselines and goals
- Implemented privacy-compliant analytics
- Improved accessibility features
- Implemented proactive security on the web server that is forward looking for modern threats, malware, DOS, and intrusion attacks

## New publications

- IAPA abstracts, Volume 40 (5) (6) (translated to Spanish)
- Public Participation in Impact Assessment Follow-up international best practice principles
- Environmental/Social Impact Assessment Compliance and Enforcement: Requirements, Commitments, and Related Permits international best practice principles
- FastTips 24: Food Security in Impact Assessment
- FastTips 25: Compliance and Enforcement
- FastTips 26: Human Rights in Impact Assessment
- FastTips 27: Psycho-social Impact Assessment

# Donors

## (thank you!)

**These are the partners who have contributed over the past three years and their cumulative contributions.**

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### Higher Levels of Contributions to IAIA

- ERM (\$106,000)
- European Investment Bank (\$111,000)
- Government of Canada/Impact Assessment Agency of Canada (\$453,000)
- Oil for Development (NORAD) (\$2,029,000)
- WSP/Golder (\$115,000)

### \$50,000+ IAIA Global Leadership Club

- British Columbia Environmental Assessment Office
- Hatch

### \$25,000+ IAIA Resilience Club

- Chiba University of Commerce
- Stantec
- Teck

### \$10,000+ IAIA Strategic Initiatives Club

- Ashawa Consults
- Ausenco/Hemmera
- CSA Group
- Enbridge, Inc.
- Generalitat de Catalunya, Departament de Territori i Sostenibilitat
- Global Container Terminals
- Newcrest
- TC Energy

### \$5,000+ IAIA Advanced Capacity Club

- Ecofish Research Ltd.
- Iberdrola España
- Malaysia Convention and Exhibition Bureau
- Prizma
- Red Eléctrica de España
- Skeena Resources
- SLR Consulting
- Vancouver Fraser Port Authority
- Ventus Development Services

### \$2,500+ IAIA Premier Club

- Grupo Tragsa
- SLR Consulting

### \$1,000+ IAIA Club

- Michael Minkoff
- Stephen Lintner

# Treasurer's Report

## Miguel Repas Goncalves



This past year was a time of several positive changes for IAIA Headquarters. We hired a new CEO and transitioned to a CEO/COO leadership structure, conducted a

sweeping update of our tech stack, moved to a new office space, and invested in staff development. That makes for a pretty solid year!

Of course, all of these things came with a cost, but they were expected and planned:

- IAIA had been without an Executive Director for seven months of 2022, so salary expenses in 2023 were higher.
- Switching over four of our software systems resulted in one-off implementation fees.
- IAIA's previous landlord had been charging below-market rent to IAIA for nearly two decades, so rent expense increased after the office move in June 2023. Some one-time moving expenses were also incurred.
- For the first time in IAIA's history, all staff participated in staff professional development, attending a conference specific to association management, and coupled this with a strategic planning retreat.

IAIA's 2023 revenue was 48% lower than in 2022, while 2023 expenses were only 16% lower than 2022. This yielded a net ordinary income of (\$314,159) compared to the 2022 figure of \$1,750.

The decrease in revenue is also not too surprising. In 2022, IAIA received \$162,678 from the U.S. government as part of COVID-19 relief for organizations retaining all of their employees through the pandemic;

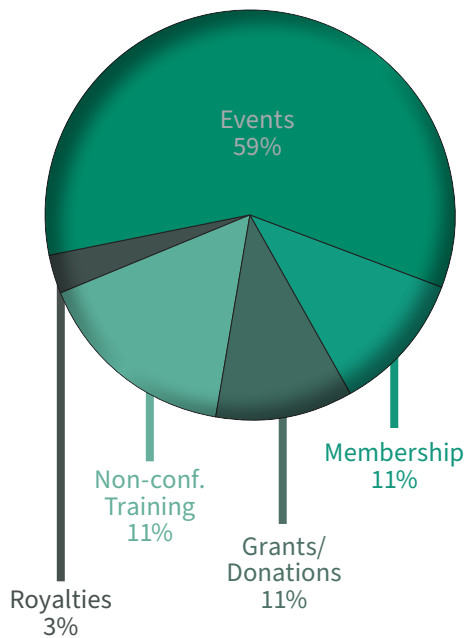
this program was not available in 2023. In addition, the IAIA22 conference had both higher attendance and more sponsorship than IAIA23, and 2022 also included a second revenue-generating event – the Climate Change Symposium in South Africa.

Despite having only one event in 2023, membership revenue stayed relatively consistent, dropping only 4% from 2022. Online training courses also remained consistent, increasing by 2%, with plans to grow this program for 2024. The Professional Development Program received a bit of a boost with funding to refresh some of the content. Revenue received for grant administration also increased significantly as it included funds to cover work IAIA sub-contracted for both the PDP refresh and the work on the SEA Guidance document initiative.

Based on current expenses, IAIA re-calculated the amount needed for its Financial Sustainability Fund to be \$1,717,000. This fund is intended to cover two years of operating expenses and cannot be used without Board approval. In November, the Board approved a process for replenishing IAIA's cash reserves and building up the Financial Sustainability Fund, which currently sits at 1,135,000.

IAIA's investments continued to recover after 2022, contributing \$162,087 to IAIA's bottom line, reducing the overall net loss to (\$152,072.) IAIA ended 2023 with \$1,214,064 in its investment portfolio, and \$1,938,428 in total assets, a 5% increase over 2022.

## 2023 Revenue



### STATEMENT OF ASSETS, LIABILITIES AND NET EQUITY - OPERATING ACCOUNT

For the years ended 31 December 2022 and 2023

	Dec. 31, 23	Dec. 31, 22*
<b>ASSETS</b>		
Total Current Assets	\$ 566,265	\$ 435,775
Total Fixed Assets	16,224	6,931
Total Other Assets	1,355,939	1,401,222
<b>TOTAL ASSETS</b>	<b>1,938,428</b>	<b>1,843,928</b>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
Total Current Liabilities	379,118	251,105
Total Long Term Liabilities	138,836	20,277
<b>Total Liabilities</b>	<b>517,954</b>	<b>271,381</b>
<b>Equity</b>		
Financial Sustainability Fund	1,135,000	1,335,000
Without Donor Restrictions	364,212	502,959
With Donor Restrictions	73,334	-
<b>Net Income</b>	<b>(152,072)</b>	<b>(265,413)</b>
<b>Total Equity</b>	<b>1,420,474</b>	<b>1,572,546</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$ 1,938,428</b>	<b>\$ 1,843,928</b>

### STATEMENT OF ACTIVITY - OPERATING ACCOUNT

For the years ended 31 December 2022 and 2023

	Jan - Dec 23	Jan - Dec 22*
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
Admin Fees	\$ 121,459	\$ 56,978
Government Support	77,597	327,425
Memberships	114,972	119,206
Paper Copy of IAPA	560	455
Donations	75	265
Career Central Revenue	502	166
Prof. Development Program	89,716	65,016
Non-Conference Training	75,515	74,175
Royalties IAPA	32,368	43,168
Royalties-Other	88	95
Book Sales/Proceedings	90	285
Events	619,782	992,974
Miscellaneous Revenue	1,848	-
<b>Total Income</b>	<b>1,134,574</b>	<b>1,680,208</b>
<b>Expense</b>		
Bank Service Charges	5,261	5,223
Committee Expenses	1,109	1,453
Computer and Software Services	78,059	51,197
Contract Labor	-	14,940
Payroll Expenses	642,313	535,986
Imp. Assessment/Proj. Appraisal	-	2,910
Board Support	24,370	16,913
Office Expense	60,431	38,394
Professional Fees	141,837	156,404
Scholarships and Grants	18,860	9,782
Prof. Dev. Prgm	69,836	46,193
Non - Conference Training	43,882	47,577
Marketing Expense	5,235	105
Liaison Activity	1,577	1,309
Non-Conference Travel & Meeting	9,913	-
Miscellaneous Expense	1,023	-
Depreciation Expense	4,643	4,707
Government Donor Expenses	74,360	80,252
Transition Expenses	6,687	-
Direct Event Expenses	259,426	665,112
<b>Total Expense</b>	<b>1,448,821</b>	<b>1,678,458</b>
<b>Net Ordinary Income</b>	<b>(314,247)</b>	<b>1,750</b>
<b>Other Income/Expenses</b>	<b>162,087</b>	<b>(267,163)</b>
<b>Net Income</b>	<b>\$ (152,160)</b>	<b>\$ (265,413)</b>

\*Due to adjustments made during the audit of the 2022 financial statements, these 2022 figures differ slightly from IAlA's 2022 Annual Report.



When a new landlord took over IAIA's office building and decided she wanted to occupy the entire place for her own business, IAIA set out on a quest to find a new home. Our previous landlord raised rent only a handful of times in 23 years, so rates for comparable space were certainly higher. However, we managed to find a great office space for reasonable rent, and in June 2023, the IAIA staff "moved forward with confidence" to our new location.

#### Contact Us

—

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#### Staff

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