International Association for Impact Assessment
IAIA Board of Directors
Meeting Minutes

16-17 November 2017
World Bank Main Complex, Washington, DC

Present: Marla Orenstein, Ana Maria Esteves, Sara Bice, Morgan Hauptfleisch, Yaw Amoyaw-Osei, Susan Joyce, Myungjin Kim, Aaron Goldschmidt, Maria da Cunha, Jill Baker, Bridget John

I. Welcome and Housekeeping
President Orenstein welcomed everyone and gave an overview of the agenda. Baker briefly reviewed the list of Board decisions made since the April 2017 meeting in Montréal:

- Approval of Montréal Board meeting minutes.
- Approval of the Kuching 2018 symposium proposal.
- Approval of new Awards Committee member, Rita Ohene Sarfoh (Ghana).
- Approval of new Public Participation Section co-chairs: John Sinclair (Canada), Timothy Peirson-Smith (Hong Kong), Tanya Burdett (England).
- Approval of the Training and Professional Development Committee’s (TPDC) recommendation for 4 training courses associated with the biodiversity symposium in Washington.
- Approval to allocate the Young Professional Bursaries not used in the 2016 and 2017 conferences to the 2018 conference (therefore making up to 40 bursaries available for IAIA18).
- Approval of Executive Director spending authority policy note, for expenditures up to US $5000 without Board pre-approval in the annual Operating Budget.
- Approval of the TPDC recommendation for training courses associated with IAIA18.
- Increase of the Board annual stipend (reimbursement) to US $1,875 per board member each year starting in 2018.
- Approval of the revised Board travel reimbursement policy note.
- Approval of a new IAIA Section, Governance and Implementation Systems, with co-chairs Cheryl Wasserman (USA) and Heather Smith (Canada).
- Approval of new Corporate Stewardship and Risk Management (CSR) Section co-chairs Nora Gotzmann, Tulika Bansal, Michelle Greenwood.
II. Initial feedback on special symposium on biodiversity
Board members were impressed with the quality of presentations, the breadth of international representation, and the number of NGOs participating. Some delegates requested additional/similar training and capacity building in other locations.

AGREED: The pilot use of sli.do for the Q&A session seemed to work well and, assuming the symposium evaluation shows the same, should be pursued for subsequent IAIA events.

ACTION: Hauptfleisch will send the Program Chairs an official note of commendation for the event.

III. Review of action items from last Board meeting (see Actions from past two Board meetings (Nagoya and Johannesburg) in progress or yet to do)
Baker briefly reviewed the list of action items from the previous two Board meetings which either had not been started yet or were in progress, noting that some items were dependent on results of previous items.

ACTION: Orenstein to send Baker items from the list that will be removed due to the results of the member feedback survey.

IV. Overview of the Strategic Plan & Priority Activities (see Strategic Plan – Priority Activities: Operational Plan)
Baker reported that in July, the HQ staff conducted an 18-month review of the Strategic Plan, providing it to the Board at that time, and noted that good progress is being made. Baker went through the list of activities on the Strategic Plan, noting which would be covered during this meeting.

V. Strategic Focus Area #4: Ensure IAIA’s organizational sustainability

A. Report from Finance Committee meeting
Morgan indicated the Finance Committee is comfortable with the cash flow and management of the association’s finances. The Financial Sustainability Funds are doing well, and after the 2018 Operating Budget is approved, John will update the calculations for two years of operating expenses to determine if more needs to be added to the Fund balance.

A recordkeeping change was made in 2017 to allow for a more precise allocation of staff time to events and projects. As a result, some actual figures for 2017 are quite different from the budgeted amounts during this time of transition. HQ and the Finance Committee will continue to monitor these allocations and use the information in budget planning going forward.
IAIA16 has been finalized with the local committee in Japan with a loss of $64,000. For IAIA17, after profit sharing with AQEI, IAIA retained a net profit on IAIA17 of $21,000. The Manila symposium resulted in a $10,000 loss, and the Washington symposium is projected to have a modest loss, with final figures available at the end of 2017. The Finance Committee discussed how, despite the financial losses, both symposia were investments in outreach.

IAIA’s investments are doing well and have generated a return of 8.31% since January 2017. The Finance Committee does not recommend any changes to IAIA’s current investment mix.

The Finance Committee discussed whether and to what extent IAIA should consider the environmental and social responsibility of its vendors and sponsors.

AGREED: The Finance Committee should keep on its regular agenda a review of possible environmental and social issues that may relate to IAIA vendors.

ACTION: Hauptfleisch will draft a guidance document on environmental and social criteria for IAIA sponsors and vendors.

VI. Strategic Focus Area #1: Improve IAIA’s Membership

A. GOAL 1.1: By 2019 increase overall membership...

1. Review of recent membership feedback survey
Orenstein presented highlights of the membership survey results and some post-survey analysis she conducted, noting there was not a statistically significant difference in responses by age, region or job type. Highlights included what benefits members value most and least, and what proposed benefits members would most like to see developed. Orenstein noted a need for better tracking of the reasons for member attrition and that the key piece to IAIA growth is increasing member retention.

ACTION: John to circulate to the Board members the January 2016 baseline numbers for membership, including the baseline for the number of student and corporate members.

ACTION: Orenstein and Shelli Schneider to prepare the survey results for release to the IAIA membership.

2. Development of membership plan (see IAIA Membership Plan Summary)
Orenstein gave a brief overview of the Membership Plan developed by Schneider noting its three phases: retention of current members; new member recruiting;
and better engagement of corporates and affiliates. Board members briefly brainstormed ideas to attract new members and better retain those who join only as part of the conference registration.

AGREED: IAIA will change the membership fees to a stratified-country approach. This may result in increased membership fees for those in developed countries and decrease those in countries in transition.

AGREED: Members of IAIA affiliates should be offered a discounted membership rate.

ACTION: Orenstein will conduct some benchmarking research and come back to the Board with a proposal for stratified rates.

ACTION: Board members with ideas for membership rates or membership benefits/incentives should email Orenstein by early December.

ACTION: IAIA HQ to investigate mechanics of auto-renewal for membership payments.

3. Work Experience Program (see Work Experience Program Summary)
Five projects have been submitted and accepted, with one rescinded because IAIA HQ will perform the work instead. Based on the membership feedback survey, 75% of respondents rated the Work Experience Program (WEP) as very or moderately valuable. Feedback surveys sent to applicants also show the program is perceived as valuable.

VII. Presentation: Impact Assessment Competency Standards (see Paper submitted to the IAIA Board in fulfilment of IAIA Innovation Grant 2017-2; Draft Compendium of National IA Professional Recognition Schemes)
Josh Fothergill and Ross Marshall presented the results of their research on IA competency standards around the world via conference call. They answered questions posed by Board members and suggested possible roles IAIA could play in this area. An IAIA Innovation Grant funded this project.

After disconnecting the conference call, the Board continued to discuss what role IAIA should play in certifying IA professionals.

ACTION: By the end of February, Baker, Bice and da Cunha will draft a proposal outlining some options for moving forward on the issue, with potential for a focused workshop at the IAIA18 conference on the issue of competency standards and IAIA’s role.
AGREED: While the Board is considering a strategy for moving forward regarding competency standards, review and publication of the compendium prepared by Fothergill and Marshall will be put on hold.

VIII. Committee Reports (see respective reports)

A. Awards
Esteves reported that 32 award nominations were received from 71 members, which is double the number received last year. The Board discussed the challenges with the Corporate Initiative Award and the misperceptions it may cause.

AGREED: IAIA will not give out a Corporate Initiative Award in 2018.

AGREED: Criteria for the Corporate Initiative Award should be reviewed and revised.

ACTION: Esteves will edit the Corporate Initiative Award description and send it to the Board for their feedback before sending it to the Awards Committee Chair.

At the April 2017 Board meeting, the Board suggested that the Awards Committee consider a Best Session Award. For logistical and quality control reasons, the Committee recommends not to pursue this award.

AGREED: The Board agreed with the Committee’s recommendation not to pursue a Best Session Award.

B. Journal Management

Hauptflesich noted that the Journal Management Committee has discussed and agreed with Taylor and Francis to increase the number of IAPA issues from 4 to 6 per year. The existing contract publishing agreement will be amended in the near future to reflect this change.

C. Publications
The Board discussed the Publications Committee’s recommendation to create one overarching coordinating body to oversee all internal and external IAIA communications publications, including the IAPA journal, the IAIA website, and IAIA’s social media presence. This group would also assess where needs and gaps exist in IAIA’s current publications offerings and proactively work to fill those needs and gaps.
AGREED: The *IAPA* journal has its own management committee and should not be overseen by the Publications Committee or other coordinating body. However, there should be liaising between the two.

AGREED: Oversight of the IAIA website and internal and external communications rests with IAIA HQ.

AGREED: Translated documents should fall under the purview of the Publications Committee.

ACTION: da Cunha and Howell will report back to the Publications Chairs that outside of *IAPA*, the website, and communications, the Board agrees that resources and publications should be coordinated.

Prior to the Board meeting, the Publications Committee was asked to review the compendium resulting from Fothergill and Marshall’s research but wanted first to know the Board’s position on the document before taking action.

ACTION: da Cunha to ask the Publications Committee to wait to review the document until the Board provides direction.

AGREED: If the Board hasn’t made a decision by IAIA18 on if/how to move forward regarding competency standards, IAIA will publish a revised version of the compendium as a member-only publication.

D. Training and Professional Development

Goldschmidt reported on the work of the Training and Professional Development Committee (TPDC), which reviewed a large number of courses for IAIA18, along with a smaller number of courses for the Washington biodiversity symposium. The Board expressed concern with the low participation rate of the TPDC committee members in the course proposal reviews.

ACTION: Given the increasing TPDC workload, Goldschmidt to ask current TPDC members if they want to continue on the TPDC, and asking them to let us know if they would like to resign.

ACTION: Goldschmidt to ask TPDC to review and consider whether the current number of committee members is sufficient for the increase in events requiring training course proposal reviews.

ACTION: Goldschmidt to reinforce to TPDC Chair that the Chair need not strictly follow proposal rankings when recommending courses to the Board but that he may make adjustments to recommend a balance in topic areas,
and to encourage the Chair to include feedback to instructors of rejected courses as to why they were not accepted.

Goldschmidt noted that the TPDC is currently reviewing the course review criteria, preparing a tip sheet for those submitting course proposals, and working with the IAIA18 Organizing Committee to conduct local marketing efforts for the training courses to encourage more local people to participate in them. The TPDC report noted the above would be considered when revising the committee’s guidelines.

**ACTION:** Baker to send TPDC Terms of Reference to Goldschmidt.

**AGREED:** The Board commends the TPDC for proactively including a student liaison on their committee.

**E. Board Nominations**

Bice reported that the committee has identified six IAIA members to run in the 2018 election. As a result of the more publicized self-nominations process, there will also be one more candidate included on the ballot, for a total of seven candidates. The election will open in January 2018.

**ACTION:** When voting opens, Schneider will send a message to all candidates noting the Board’s decision to group candidates into pools in order to try to achieve diversity on the Board, regardless of the election outcome.

**AGREED:** The Board approved the slate of candidates for the 2018 Board of Directors election.

**F. Reports from IAIA Branches (see respective reports)**

1. **Japan Branch**

   The report from the Japan Branch highlighted activities they had conducted in 2016 and early 2017 and noted two workshops they intend to hold, along with their annual Branch assembly and participation in the Japan-Korea-China-Vietnam Workshop to be held next year in Japan.

2. **Washington Area Branch**

   The Washington Area Branch (WAB) continues to be active, having organized three webinar events since IAIA17 which drew around 40 participants each, both in-person and virtually, with another event scheduled after the biodiversity symposium. Presentations and summaries of the events are made available on the IAIA website. Dave Blaha resigned his co-chair position with the Branch and was replaced by Ariel Cuschnir.
3. *Ireland-UK Branch*
   The Ireland-UK Branch held a workshop on BREXIT and environmental assessment in June, and they plan to hold another Branch event in 2018.

IX. *In camera session*

X. *Strategic Focus Area #1: Improve IAIA’s Membership*

A. **GOAL 1.1: By 2019 increase overall membership**  (discussion from previous day continued)

   1. *Affiliates annual report* (see IAIA17 Affiliates Report)
      Baker noted that about half of the affiliates responded to Loreley Fortuny’s request for information, which is typical. IAIA currently has 17 affiliates after the Cameroon affiliate was disbanded in 2017.

      **ACTION:** Esteves will conduct an “exit interview” with the Cameroon affiliate when she is in the country in the coming months.

   2. *Review and amend Affiliates/Branches agreements to ensure value for both parties*
      Bice summarized the preliminary research she has started on the affiliates, mapping the spectrum of their activity and linkages to IAIA. The Board discussed developing criteria and expected actions for affiliates, connecting Bice’s affiliate research to the membership plan, and the pros and cons of having more than one affiliate in the same country.

      **AGREED:** Due to the current organizational review of affiliates and their role within IAIA overall, any decision on proposed new affiliates, including the two Mexican affiliate applications before the Board, will wait until after the Board meets at IAIA18.

C. **GOAL 1.2: Work with affiliates and branches to identify opportunities to collaborate on projects**

   1. *Each year have an IAIA Director or the Executive Director participate in at least 2 affiliate events.*
      Baker reported on her visit to the EIANZ affiliate’s annual conference in New Zealand in October 2017, and Myungjin Kim provided an update on the KSEIA annual conference as well as the upcoming KSEIA tripartite and Vietnam conference in August 2018. The Board discussed possible IAIA representatives who could attend the tripartite meeting.
XI. Strategic Focus Area #2: Strengthen IAIA’s partnerships and collaborations

A. GOAL 2.1: Identify and secure the annual conference at least two years in advance.

1. IAIA20 (see IAIA Conferences Committee Report to Board; Bid Book of Seville to host IAIA20)
   Bice summarized the review process for the three IAIA20 proposals received, noting that the review criteria provided by IAIA HQ were very strong and easy to use. The conference committee recommended that the Board accept the proposal from Seville, Spain. Orenstein noted a conference in Spain could help increase the Latin/South American membership in IAIA, which is currently low. Because the second-ranked proposal is from another European country, the Committee does not recommend it for IAIA21, so as not to have back-to-back conferences in Europe.

   APPROVED: The Board approved the Conference Committee’s recommendation to hold IAIA20 in Seville, Spain, subject to a positive site visit in 2018.

2. Update on IAIA18 planning and associated events
   Baker reported that abstracts are coming in slowly but are expected to pick up just prior to the submission deadline. The local sponsorship committee is working on two significant sponsorship possibilities. The program will offer some new items to add value to delegates. Da Cunha is working with an external agency to have a social expert group meet at IAIA18 which could increase participation by 30-50 people.

   Da Cunha requested an estimate for simultaneous translation from English to French at IAIA18 to accommodate the Francophone population in Africa. After receiving an estimate, she will pursue possible sponsorship of the translation.

   ACTION: Howell to contact the IAIA18 Program Committee to see if they want to revisit the idea of simultaneous translation.

   ACTION: If the IAIA18 Program Committee agrees, HQ will obtain a cost estimate for translation.

3. Discuss Sustainable Event policy (see Request to Board to amend the IAIA Sustainable Event Management Policy)
The original policy was approved in 2014 with the intent to be reviewed every three years. Baker proposed removing the reporting requirement for practical and logistical reasons.

**APPROVED:** Remove the reporting requirements from the Sustainable Event Policy.

**ACTION:** IAIA HQ to put a link to the Sustainable Event Policy on IAIA’s website.

4. *Discuss sponsorship review* (see *Informal survey of IAIA17 sponsors*)
   John summarized an informal survey she conducted with some IAIA17 sponsors after the conference to assess their level of satisfaction with IAIA sponsorship, perceived benefits and value, and suggestions to improve IAIA’s sponsorship offering, and then asked for additional feedback and ideas from the Board members. Suggestions were offered relating to providing more information to potential sponsors about the types of attendees at the conference, approaching companies that have products or services of value to attendees who may want to both exhibit and sponsor, and ways to provide a VIP experience for high-level sponsors.

**ACTION:** Board members to send names of potential exhibitors to John.

**ACTION:** Goldschmidt and John to develop a proposal for a possible “sponsor shepherding” program.

**ACTION:** IAIA HQ to provide names of sponsors and their individual delegates to Board members in advance of each conference.

B. **GOAL 2.2: Organize one regional symposium each year in collaboration with another organization (could be with an IAIA affiliate or branch)**

1. *2018 Kuching symposium* (see *Update on Kuching Symposium*)
   Baker reported that the website for the symposium is live, the organizing committee is working with several international IAIA members, the keynote has been confirmed, and the committee wants to produce a formal proceedings document after the event concludes.

2. *Roundtable discussion of ideas for 2019 symposia*
   The Board discussed a variety of ideas and possibilities for future symposia in terms of geography, topic area, and target audience.
C. **GOAL 2.3:** Each year develop and/or initiate a new partnership with at least one organization that IAIA has not worked with in the previous 5 years.

1. **Community Connect**
   Esteves updated the Board on the funding organizations she has already approached and asked the Board for other ideas.

   **ACTION:** Esteves will send Community Connect concept paper to Bice, da Cunha and Joyce, who will reach out to contacts they have at potential funding sources.

2. **IPIECA**
   Bice has had conversations with IPIECA regarding ways their members and IAIA members could have more access to each other, including joint publications relating to social impact assessment and oil and gas as well as a possible webinar. ICMM has also shown interest in these activities.

   **ACTION:** Bice will continue to work with IPIECA on these possible collaborations.

3. **International Organization for Standardization (ISO)**
   Da Cunha suggested it might be worth looking into developing a symposium in collaboration with the ISO on occupational health and safety for project contractors, and integrating HIA aspects into the topics. This event could result in one-day training workshops to be held in various countries.

   **ACTION:** Da Cunha will pursue looking into the idea with colleagues who work in this space.

4. **Smithsonian Institute**
   Baker reported on an initial idea proposed by a staff member of the Smithsonian for collecting good impact assessment case studies by sector and distilling the best practices from those case studies into a publication, as well as holding workshops featuring them.

   **AGREED:** Baker should pursue this potential project with the Smithsonian.

5. **International Association for Public Participation (IAP2)**
Bice noted some recent exchanges with members of IAP2. She will continue to engage with IAP2 in 2018 to investigate possible future collaborations.

D. Organize one collaborative initiative per annum with existing or recent partners.

1. **Inter-American Development Bank (IDB)**
   Baker summarized recent conversations with IDB staff about potential collaborative efforts in the Latin American/Caribbean region: capacity building workshops, online training, and a potential new impact assessment training manual.

   **ACTION:** Baker will continue discussing these potential projects with IDB.

2. **The World Bank**
   Da Cunha recommended Baker speak with Mark King regarding the topic of professional development standards in impact assessment, and capacity building relating to IFIs.

**XII. Strategic Focus Area #3: Enhance IAIA’s knowledge sharing and capacity-building mandate**

A. **GOAL 3.1: Develop and implement the Professional Development Program (PDP)**
   The pilot had 15 participants and will run until the end of November 2017. The program will be evaluated in December and January, including assessing the cost to run the full program as well as next steps. A few organizations have expressed interest in the full program. John Boyle, the PDP Coordinator, is currently looking at who future mentors might be. He indicated he may step down after the pilot ends, so a new Coordinator may be needed.

   **ACTION:** Baker to circulate the PDP description to the Board.

B. **GOAL 3.2: Develop a new webinar program** (see IAIA Webinars – Status Update)
   John briefly summarized the webinars offered to date, how the presenters/presentations were selected, and upcoming webinars in 2018. Board members suggested a few potential speakers for future webinars.

C. **GOAL 3.3: Improve the IAIA website**
   The Board discussed where translated documents appear on IAIA’s webpage and the desire to use country flags to link to basic landing pages in other languages which link to relevant publications in the same language.
ACTION: IAIA HQ to obtain a quote for translating a basic IAIA landing page on the web into languages where we already have publications translated.

XIII. 2018 Operating Budget (see Draft 2018 Operating Budget and Notes)
Morgan reported that the 2018 Operating Budget and notes were clear. The Finance Committee had no suggested changes and recommended the budget be approved.

Orenstein asked why we didn’t give out as much in scholarships as had been budgeted for 2017. The Board discussed the requirements for the various scholarships and whether the application criteria for the Young Professional Bursary might be too restrictive.

ACTION: Baker and Schneider to revisit criteria for Young Professional Bursary prior to IAIA19.

APPROVED: The Board approved the 2018 Operating Budget.

XIV. IAIA HQ staffing
The Board discussed the current staffing situation and potential future needs, in particular the need to bring on someone who can focus on communications and marketing efforts and assist Schneider as IAIA launches its new membership plan in 2018. Esteves noted her organization recently brought in an external consultant to help them become ISO certified, and as part of that process, the consultant helped them conduct an organizational review and develop an operations plan.

ACTION: Esteves and Baker to pursue finding an organizational consultant and/or one to assist IAIA in becoming ISO 9001 certified.

ACTION: Once an estimate for these activities is obtained, Baker will send it to the Board for approval, and John will add it to the 2018 Operating Budget if a decision to proceed is taken.