



## 'Applying the mitigation hierarchy to manage biodiversity impacts: an overview of international good practice'

Report on training course, Nairobi, 5 March 2019

### *Key findings inside...*

- *Around 115 participants attended a one-day course in Nairobi on 5 March 2019, organised jointly by The Biodiversity Consultancy, the Development Corridors Partnership/Nairobi University Institute for Climate Change and Adaptation, Nature Kenya and National Museums of Kenya*
- *The course focused on international good practice in applying the mitigation hierarchy, responding to an identified national gap in knowledge and capacity*
- *The course was targeted mainly at national environmental consultants, but with participants from a broad range of sectors, including industry, government, research and conservation*
- *Feedback from participants was very positive, with many calling for further training through follow-up courses.*

Front cover image: Standard Gauge Railway, Tsavo, Kenya; flickr.com.

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## One-day training course, 5 March 2019:

### ‘Applying the mitigation hierarchy to manage biodiversity impacts: an overview of international good practice’

#### Course organisation and delivery

This course was held at the National Museums of Kenya (NMK), Nairobi, on 5 March 2019. TBC organised the course in partnership with Nature Kenya (who led on local logistics), the National Museums of Kenya (who provided the venue) and the Development Corridors Partnership (University of Nairobi Institute for Climate Change and Adaptation, UN Environment World Conservation Monitoring Centre and the African Conservation Centre) (who sponsored venue and refreshment costs, and provided course content on development corridors).

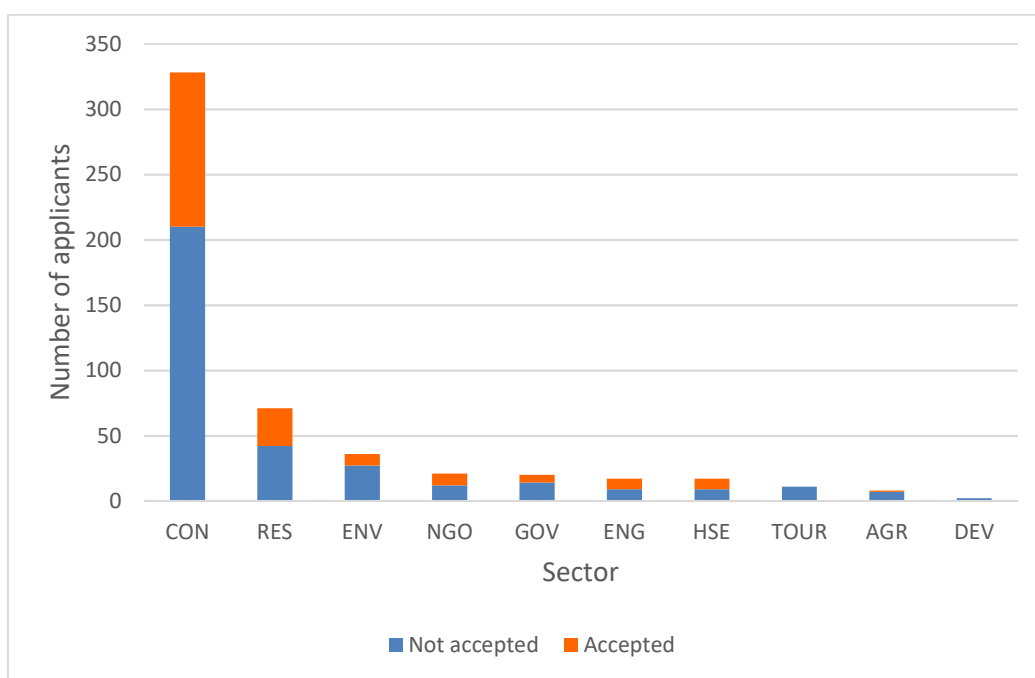
It was planned as a follow-on to a similar short half-day course, also held at NMK, in March 2017. The 2017 course was very well received, but was oversubscribed and the half-day allowed only a very brief introduction to the key concepts. The 2017 course was also attended mainly by NGOs and researchers, with only a small number of environmental consultants present. Feedback from the 2017 course was that the issue was timely and important; the training addressed a priority capacity gap nationally, especially for environmental consultants; and that a follow-up course should be organised, covering topics in more detail and open to more participants.

#### Announcement and applications

The course was announced (see Annex A) through the Environment Institute of Kenya (EIK), the professional body for environmental consultants in Kenya, as well as through the course partners and via posters at the University of Nairobi and NMK. We used a simple web application form in SurveyMonkey that enabled automatic capture of applicants’ details.

The original target number of participants was 100. By 21 February we had received over 500 applications, and decided to close the application process before the deadline of 25 February to allow time to process these. Some additional applications were subsequently invited, from partner organisations and TBC professional contacts in Nairobi, making a total of 531 in all.

From these, we selected 188 participants through (a) rapid screening out of weak or unsuitable applications, (b) rapid screening in of strong applications, based on the professional information given, (c) random selection (with attention to sectoral affiliation) of the remaining candidates (Figure 1). (Note that allocation across sectors is rough-and-ready, to give a broad indication – some applications could be categorised in two or more sectors. For example, many applicants working in the research sector are also part-time consultants.)



*Figure 1. Number of applications and applicants accepted by sector*

Key:

CON	Environmental consultancy (including EIK members)
RES	Research (University or research institution, including student)
ENV	General environmentalist
NGO	Non-government organization (including conservation NGOs)
GOV	Government (national or county)
ENG	Engineering
HSE	Health safety and environment professionals (working for business)
TOUR	Tourism
AGR	Agriculture
DEV	Development (including international aid)

Of the 188 invited participants, 82 (43%) did not turn up for the course on the day – a high and unexpected no-show rate. Attendance rates were around 50% for consultants and around 33% for general environmentalists, HSE professionals and government staff. Including some last-minute applicants that we were able to accommodate, attendance on the day was 115 persons (based on the register – it is possible that a few attendees did not put their names down).

## Costs

The training was free to participants. The organisers and trainers donated their time and travel costs. Direct costs were covered by the Development Corridors Partnership.

The venue was the Louis Leakey Memorial Hall at National Museums of Kenya. Half of the usual venue fee (which includes security) was waived by NMK.

We provided tea/coffee and snacks in morning and afternoon breaks. As a cost-saving measure, given the large group, participants had to find their own lunch. There are lunch venues in and around NMK and this did not prove disruptive. However, feedback from some participants was that they would have preferred the morning/afternoon snacks were provided at lunchtime so they did not have to move outside the venue.

We hired roving microphones for taking and answering questions after presentations. Other incidental expenses included name tags, stationery and travel costs for volunteers staffing the reception (from University of Nairobi and Nature Kenya) and handling roving mics.

Nature Kenya contributed staff time for preparation (producing name tags, liaising with NMK, etc.) and for staffing the registration desk and co-ordinating volunteers.

*Table 1. Approximate direct costs (in \$)*

Item	Cost USD (approx.)
Refreshments	1400
Venue hire	400
Mic hire	30
Name tags	30
Photocopying	12
Travel costs	40
<b>Total</b>	<b>1912</b>

## Programme and delivery

The trainers comprised three TBC staff: Jon Ekstrom, Leon Bennun and Johny Rabenantoandro (JE, LB and JR), and Tobias Nyumba (TN) of the African Conservation Centre, representing the Development Corridors Partnership.

The programme was disrupted slightly by a projector breakdown at the start of the course. There were also many questions and lively discussion after most presentations, which took longer than the time allocated in the original programme. The course content was therefore adapted on the day to reduce the material presented. The overall programme for the day (as delivered) is shown below. Each presentation was followed by a question and answer session.

0900-1300 MORNING SESSION	
Resolving projector breakdown (40 min)	
Introduction - about the day	LB
The context: development impacts on nature and policy responses	JE
Lender safeguards: IFC's Performance Standard 6	LB
BREAK	
What is the mitigation hierarchy?	JE
Development corridors in Kenya	TN
1300-1400 LUNCH	
1400-1700 AFTERNOON SESSION	
Implementing avoidance and risk screening	LB
Implementing minimisation	JE/JR
BREAK	
Implementing biodiversity offsets and offsets case studies)	JE/JR
Evaluation and wrap-up	LB/JE

## Follow up

Certificates of Attendance were produced and circulated to all registered participants.

Preparation of course materials for circulation is in progress.

## Course evaluation

Participants filled an evaluation questionnaire with three scored and three other questions.

Overall the course was very well received – both in content and delivery. 86% of responses (n = 83) rated the course as very good or excellent overall (scores 4 or 5 on a 0-5 scale).

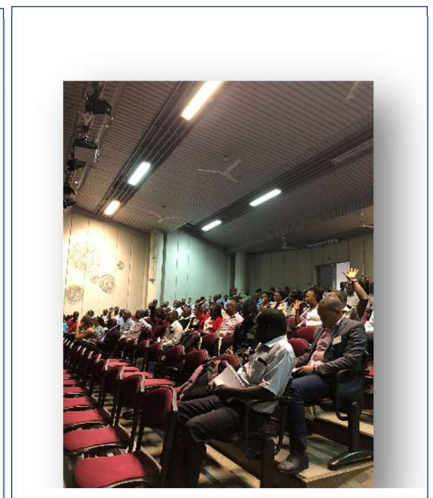
87% felt they had learned a lot about the mitigation hierarchy and its application, and 78% felt there was extensive scope to apply this in their work (scores 4 or 5 on a 0-5 scale)

There were positive comments on (among others) delivery, timeliness and institutional diversity of participants. Several participants regarded the course as an 'eye opener'.

Some areas for improvement or follow-on raised by many participants:

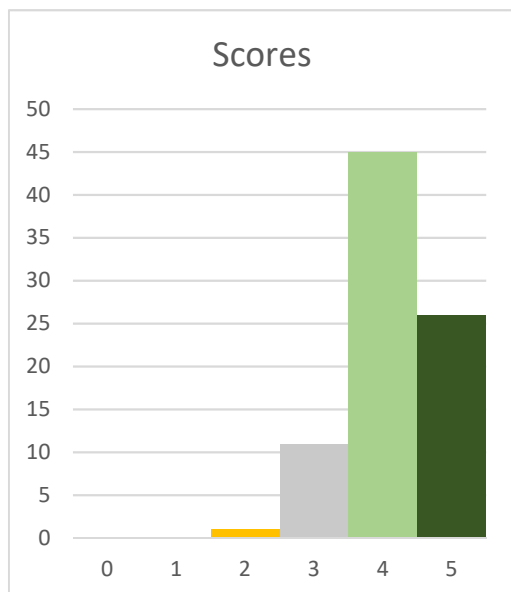
- A longer course – this was too rushed
- More interaction and more practical exercises
- Provide attendance certificates
- Make presentations available after the course
- Provide water! It was a hot day and with nowhere nearby to obtain drinking water.
- More local examples
- A follow up course...
- Taking the course to the National Environment Management Authority and other institutions

A more detailed analysis of feedback is provided below.





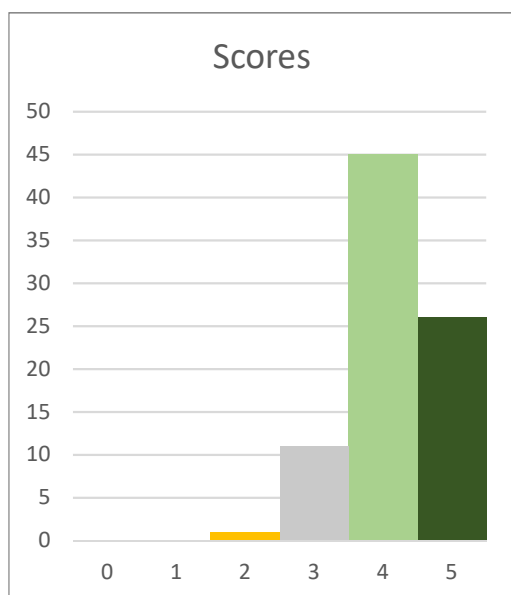
## A. How would you rate the course overall?



*Scored from 0 (poor) to 5 (excellent).*

Comment	No.
Very informative, relevant, thought provoking, well organised, knowledgeable facilitators, excellent delivery, concepts were clearly defined and illustrated and provided a broader view of approaching biodiversity conservation and challenges involved	16
Some of the concepts were rushed through a bit, no time for proper understanding and participation. Might be better as a two-day workshop	12
Excellent, good management, precise presentations, with relevant examples	8
Please provide slides for each participant/ notes should be given for reference prior to the course to increase understanding and clarity of the facts	5
No outline provided for the course	3
It is a wonderful course and should have been conducted a long time ago	2
New concepts, well selected trainees, multi institutional	1
It is important and its implementation will bring lots of positive impact	1
The course is on point as biodiversity is threatened especially due to development. it should in essence demystify biodiversity conservation as viewed as working against/inhibits development	1
Impacting professionals is a good thing, but needs to be impacted on institutional and regulatory bodies so that they also take a lead role in the adoption process	1
Need for more illustrations and local, African illustrations	1
Good approach, but issue on population growth is left out which I think is the root cause	1
Consider taking the course to other relevant institutions like NEMA and county governments	1
Some presentations were slightly monotonous and difficult to follow	1
The presenters were clear and informative and the concept of MH simplified for easy understanding	1
This course is an eye opener to insightful biodiversity conservation in light of potential biodiversity impacts in a growing country like Kenya	1

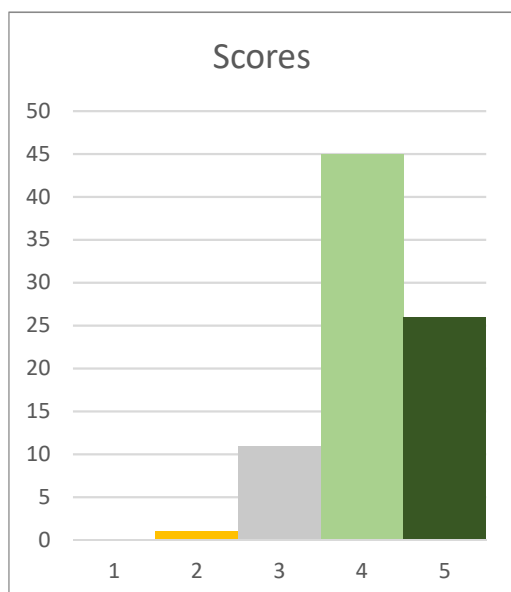
B. How much has the course improved your understanding of good practice for applying the mitigation hierarchy?



Scored 0 (hardly at all) to 5 (a lot).

Comment	No.
Great content, it has added to my knowledge base (MH, IFC, PS, other sources of biodiversity data)	12
Too theoretical more practical examples would have been better, more interaction would be better	5
New concept refreshing my earlier studies, very insightful	2
Has been an excellent experience	2
I have learned that PS goes beyond the traditional EIA, it has an effective risk management structure	1
Cultural approach in mitigation, it could be applied in other areas apart from biodiversity	1
I was already aware of MH, but the course was helpful with the presentation of case studies	1
I now have a clear picture of the PS but I need more insights on the link with Equator Principles	1
I can add MH to the EIA processes for comprehensive assessment of development initiatives	1
Good initiative, will start adopting to MH	1
It has had an impact even though it was just a day. Kindly make the training more often till it is implemented fully	1
Need more sessions in a multidisciplinary setting	1
Didn't know about the MH, though we practiced it	1
Political aspect not well touched	1
It is a new idea in Kenya, should be applied to feasibility study of project	1
Still difficult to link the course to biodiversity issues	1
Too short	1
The ambience of the venue requires improving. There is no printed course programme/agenda	1
The process is said to be sequential and quantitative, yet no clear appreciation of phase weighting calculation is done/presented on	1
Before the course it was not clear to me why MH is essential when EIA and SEA are already in application but now I comprehend the role of MH	1

### C. How much can you apply what you learned in your professional work?



*Scored 0 (hardly at all) to 5 (a lot).*

Comment	No.
Useful in my EIA work/ as an EIA expert, the course will help me look at the biodiversity component in development projects and include it in reports for clients and participants	8
Very relevant, especially on project implementation, monitoring and evaluation	7
MH is not embedded in any laws in Kenya, hence going to be difficult to apply/difficult to implement in large scale Government projects driven by political will	3
I can apply the standards and the process	3
As an environmental and sustainability consultant I have learnt practical examples and models from the case studies. However, most of the concepts are complex and they require more training and reading	2
In evaluating/identifying project impacts and formulating mitigation measures	1
This will help in making informed decisions and development of relevant safeguard instruments for sustained development	1
I shall pass on my knowledge from the course to my students	1
In categorizing biodiversity impacts and developing ESPM friendly to diversity	1
The application of MH in the assessment of proposed development projects will improve how I do my consultancy	1
Information on lenders' safeguard and MH is going to play a big part on my professional work	1
There is a need for these regulations to be mainstreamed into local and national laws, regulations and institutions	1
A need to sensitize other stakeholders as players is important	1

#### D. What was the best thing about the course?

<b>Comment</b>	<b>No.</b>
The use of multiple case studies, relevant examples is very useful	20
MH and its application	15
Biodiversity management should be incorporated in development projects and MH should be applied	7
Well managed program, good facilitators/oral presentation	7
Crisp and clear slides, high quality explanations and answers to questions	6
New knowledge and networking with new professionals	6
So much! It was an eye-opener especially with regards to resource conservation and EIA practice	4
Restoration and rehabilitation, also I liked the development corridors of Kenya	1
The consequences of non-compliance. You start early you pay less for the consequences of offsetting	1
Respect of timing/questions and answers	1
The openness to different opinion and attempts to respond to all questions	1
Diversity of institutional participation	1
PS6	1
Positive outlook in the improvement of conservation efforts	1
It has come at the right time when we are just starting a project so shall use what I've learnt	1

E. What was the worst thing about the course?

<b>Comment</b>	<b>No.</b>
Time was a bit of a limiting factor, facilitators were too fast/couldn't take notes	29
N/a	10
Slides moved too fast, presentation not clear, very busy slides	7
Whole day of training with no water, no lunch	5
Glitches in microphone and projector resulting in starting late, room was too hot	5
Was not able to understand some fundamental concepts of the training due to time constraints, too theoretical	4
Lack of course content material for future reference	2
We should begin and end with a word of prayer	
The case studies do not illustrate how they come across the community and political interest which has been a problem in both conservation and development projects	
Too many participants	
How hard offset is to be implemented	
Technical jargon	
Question session limited	

F. What was the one most useful thing you learned?

<b>Comment</b>	<b>No.</b>
The MH and the offsetting process (very clear concept of the offsets)	45
The value of biodiversity or ecosystem is as important as the value of any development activity especially in third world countries	8
PS and principles of biodiversity offsets	5
Difference between rehabilitation and restoration/ rehab of affected areas with better vegetation cover	2
Importance of exploring lower mitigation measures plus close collaboration with engineers	1
Learnt about the Aichi targets that I had no idea about	1
Environmental matters relating to projects are universal to countries and we need to have standard approach to mitigate the projects. This can be through MH	1
I have heard of IFC PS but I have never understood it like I have today. MH was a new concept, but very interesting!	1
That implementation of IFC Ps and MH is workable and real and has been implemented elsewhere	1
Learnt from case studies	1
Application of theoretical into day to day implementation	1
Biodiversity screening and avoiding of sensitive areas for biodiversity sustainability	1

G. How can we do better next time — or any other comments you would like to share?

<b>Comments</b>	<b>No.</b>
Send presentations, provide reading material for future reference and certificates	33
Apart from time constraint, workshop was very good, more time needed for in depth understanding	26
Practical group sessions/field trips and interaction with trainees/ policy makers/ stakeholders	20
Do away with tea and instead offer snacks during lunch and a bottle of water	8
More local examples/case studies should be included	4
Pace the presentations better/ it got monotonous in the afternoon	3
Consider a follow up course for better understanding	3
Not attempt to answer all questions	1
Find out participants expectations before the course begins	1
Other subjects like conservation advocacy and development should also be discussed	1

## Annex A. Course announcement

## Announcement: Training course

### Applying the mitigation hierarchy to manage biodiversity impacts: an overview of international good practice

*National Museums of Kenya, 5 March 2019, 09:00-16:30*

The [mitigation hierarchy](#) (to avoid, minimise, restore and - if needed - offset impacts) is a key tool for understanding and reducing project impacts on biodiversity. It forms a central plank of international standards for good biodiversity management, adopted by many sector-leading companies and financial institutions. These standards respond to the recognition that development is not sustainable if it takes place at the expense of the natural environment.

Kenya is rapidly developing with many new industrial-scale projects in progress or planned. While there is a well-established national process for environmental impact assessment, this does not necessarily meet the requirements of lenders or the commitments of companies. Even where these requirements or commitments don't apply, the mitigation hierarchy can be used to improve the decisions and outcomes from EIA.

This one-day course is an introduction to good-practice approaches to biodiversity management in large-scale development projects, using the mitigation hierarchy. It will cover the requirements of lender standards such as IFC's Performance Standard 6; the mitigation hierarchy and its components; risk screening and surveys; indirect and cumulative impacts (including issues around development corridors); and achieving biodiversity net gain.

#### Who is this course for?

- Consultants, conservation practitioners and researchers, government staff and finance/industry personnel...
- ...who are involved in assessing, managing or monitoring the biodiversity impacts of development projects
- ...and who want to improve their understanding of good practice approaches.

#### Trainers

This course is a collaborative effort between The Biodiversity Consultancy, Nature Kenya, the National Museums of Kenya, and the Development Corridors Project/University of Nairobi Institute for Climate Change and Adaptation. Trainers will include [Dr Jon Ekstrom](#), [Dr Leon Bennun](#) (TBC) and [Dr Tobias Nyumba](#) (Development Corridors Partnership).

#### Costs

The course is free of charge. Morning and afternoon refreshments will be provided.

#### How to apply

Spaces for the course are limited. To apply, **please fill the short online application form** (at this [link](#) or visit [www.thebiodiversityconsultancy.com](http://www.thebiodiversityconsultancy.com)) by **25 February 2019**.

Successful applicants will be notified by e-mail.

**Enquiries?** Please email [thomas.white@thebiodiversityconsultancy.com](mailto:thomas.white@thebiodiversityconsultancy.com)