



Bowdun Offshore Wind Farm, Offshore EIA Report

Volume 3, Technical Appendix 1.1: Qualifications
and Relevant Experience of Technical Authors

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Glossary

Defined term	Definition
Applicant (the)	Bowdun Offshore Wind Farm Limited (BOWFL).
Benthic	Living on or in the seabed.
Bowdun Offshore Wind Farm Limited (BOWFL)	A Special-Purpose Vehicle (SPV) (legal entity) for the purpose of developing the Project. BOWFL are the Applicant for the Offshore Application.
Commercial Fishing	Any form of fishing activity legally undertaken where the catch is sold for taxable profit.
Effect	Term used to express the consequence of an impact (i.e. the result of change or changes on specific environmental resources or receptors). The significance of an effect is determined by correlating the magnitude of the impact with the importance, or sensitivity of the receptor or resource in accordance with defined significance criteria.
Environmental Impact Assessment (EIA)	Process for the assessment of likely significant environmental effects of a project on the physical, biological and human environment during construction, Operation and Maintenance (O&M) and decommissioning.
Habitats Regulations	A term that refers to the collective legislation that translates the Habitats Directive into specific legal obligations in Scotland, namely: The Conservation (Natural Habitats, &c.) Regulations 1994; The Conservation of Habitats and Species Regulations 2017; and The Conservation of Offshore Marine Habitats and Species Regulations 2017 (in each case as amended).
Habitats Regulations Appraisal (HRA)	An assessment carried out under the Habitats Regulations to determine if a plan or project could adversely affect the integrity of a European Site.
Impact	A change caused by an action that occurs during a project's lifetime.
Project (the)	An overarching term for the Bowdun Offshore Wind Farm (Bowdun OWF) comprising the offshore and onshore infrastructure required to generate and transmit electricity from the Array Area to the onshore Grid Connection Point (GCP). The Project includes the Offshore Generation Assets, the Offshore Transmission Assets and the Onshore Transmission Assets.

Acronyms

Acronym	Definition
ATC	Air Traffic Control
EcOW	Environmental Clerk of Works
EIA	Environmental Impact Assessment
FEED	Front End Engineering Design
HRA	Habitats Regulations Appraisal
IEMA	Institute of Environmental Management and Assessment
MMO	Marine Management Organisation
MoD	Ministry of Defence
OWF	Offshore Wind Farm
SNCB	Statutory Nature Conservation Body
UK	United Kingdom
UXO	Unexploded Ordnance
WSI	Written Scheme of Investigation

Table of Units

Units	Definition
%	Percent

1 Qualifications and Experience of the Competent Experts

Table 1.1: Qualifications and Experience of this Offshore Environmental Impact Assessment Report Competent Experts

Expert	Qualifications	Relevant Experience
RPS: Environmental Impact Assessment (EIA) Project Director	BSc (Hons), MSc	The Project Director has been working in the offshore renewables sector since 2009 and has gained significant experience working on offshore wind and marine cable projects across all stages of development from site identification, pre-application through to post-consent discharge and compliance. During this time, they have developed significant practical working knowledge of marine consenting, EIA, and Habitats Regulations Appraisal (HRA). They have been responsible for managing consenting of a range of marine projects, including post-consent compliance work under Section 36 consents and (deemed) Marine Licence conditions for wind farms and cable projects in a regulatory, consultancy and developer capacity. They also have significant stakeholder engagement experience in the United Kingdom (UK) across industry groups e.g. Nautical and Offshore Renewable Energy Liaison (NOREL), Fishing Liaison with Offshore Wind and Wet Renewables Group (FLOWW), as well as managing or providing strategic support on project specific engagement. They have previously gained valuable experience working for a developer where they were Lead Offshore Consents Manager at Scottish and Southern Energy (SSE) Renewables for the Berwick Bank Offshore Wind Farm (OWF).
RPS: EIA Project Manager	BSc (Hons), MSc	The Project Manager has over 20 years' experience in the environmental assessment sector and has fulfilled the project manager and EIA practitioner roles on a range of projects requiring specialist ecological, environmental assessment and EIA coordination skills including deployment of test marine renewable devices in Orkney, EIA and Ecological Impact Assessments (EiA) in remote island locations, and projects in the renewable energy sector including wave, tidal and offshore floating wind. They have considerable experience in all stages of the EIA process from screening and scoping, collation of technical data and baseline environmental information, identification and assessment of potential impacts, identification of mitigation measures and assessment of residual impacts. They have considerable experience in working collaboratively with a range of stakeholders, and ensuring projects are delivered in accordance with relevant policies and legislation and current best practice EIA standards.
RPS: EIA Topic Lead (Shipping and Navigation, Aviation and Radar and Marine Archaeology)	BSc, MSc	The EIA Topic Lead has over 25 years' experience as an environmental specialist and manager advising onshore and offshore, both in projects and operations. Their project experience has been as a developer working on projects from conceptual design through to commissioning in the oil and gas sector. Operationally, they have advised on the transportation on over 40% of the UKs oil and gas from offshore, to treatment and production.

Expert	Qualifications	Relevant Experience
RPS: Offshore EIA Coordinator	BSc, MSc	<p>The Offshore EIA Coordinator has extensive experience in freshwater and marine environments. Working as a Senior Marine Ecology Consultant, they specialise in marine renewables and other marine infrastructure sectors. They have a wide range of marine industry experience including consent and EIA/HRA programme management, stakeholder and regulator engagement, project management, and provision of specialist technical advice on marine receptors, environmental legislation and consenting.</p> <p>They have experience in providing specialist marine ecological support on a range of marine infrastructure projects throughout the consenting process. They have supported EIA scoping and EIA submissions, acting in a variety of roles from both a project management and technical perspective. They have overseen multi-disciplinary teams and managed external subcontractors to deliver consenting documentation and post-application compliance. They have managed marine licence portfolios for a range of marine projects, prepared licence documentation and regulatory submissions, and provided consenting and client assurance advice to developers, contractors, and statutory consultees. Their public-sector experience has included delivery of strategic marine evidence, statutory reporting, and contributions to marine planning processes, while their consultancy roles have focussed on consenting, technical authorship, programme delivery and project management.</p>
RPS: Assistant Offshore EIA Coordinator	BSc	<p>The Assistant Offshore EIA Coordinator has experience in marine consenting, EIA and environmental coordination across multiple sectors including offshore wind, defence, nuclear energy and local government within England, Scotland and Wales.</p> <p>They have worked as part of the project management team for the Morgan Generation Assets and Mona Offshore Wind Farms supporting EIA coordination through Development Consent Order (DCO) applications and examination. They managed the quality assurance checks for all topic reports, as well as authoring the Introduction, Policy and Legislation, EIA Methodology and Project Description Chapters, and carried out the Cumulative Effects Assessment (CEA).</p>
ABPmer: Physical Processes Technical Lead	PhD, MIMarEST, CSci CMarSci, CEnv	<p>The Physical Processes Technical Lead is a Principal Consultant who has over 15 years' experience working on physical process EIA studies for over 20 OWFs. These include multiple developments in Scotland (Ayre, Salamander, Marram Wind, Moray East, Beatrice, Moray West) as well as floating offshore wind projects (Llŷr and Erebus). They have project managed a number of wind farm EIA studies - including, Five Estuaries, Rampion 2 and Hornsea Three - and have also undertaken a number of Front End Engineering Design (FEED) related investigations, including cable landfall studies and seabed mobility assessments. They are also a Chartered Marine Scientist and a Chartered Environmentalist.</p>

Expert	Qualifications	Relevant Experience
<p>RPS: Benthic Ecology Technical Lead</p>	<p>MSci</p>	<p>The Benthic Ecology Technical Lead is a benthic ecology specialist and environmental consultant, passionate about delivering projects for the benefit of the environment while achieving positive outcomes for clients. They have over 12 years of experience working in environmental consultancy, providing technical input on UK projects spanning estuarine, coastal and offshore environments from intertidal to deep sea regions. Their background is in the taxonomic identification of marine benthic macroinvertebrates, with an MSc in Marine Biology from the University of Southampton. They also plan and deliver marine environmental surveys to collect data and samples for subsequent analysis and benthic habitat characterisation. They are experienced in project and programme management, interpretive reporting, and the assessment of the impacts of proposed developments on the marine environment, including EclAs, HRA, Water Framework Directive assessments and Marine Protected Area assessments. They have acted as the benthic technical lead on multiple OWF EIAs. They also support clients on consenting for marine developments, including marine licence applications and works licences.</p>
<p>RPS: Fish and Shellfish Ecology Technical Lead</p>	<p>BSc</p>	<p>The Fish and Shellfish Ecology Technical Lead is a highly experienced marine ecologist and project manager, with a history of over 14 years in global marine survey and consulting, including provision of regulatory advice to the Marine Management Organisation (MMO) in support of consenting and licensing for marine developments (construction projects, aggregates, aquaculture, offshore renewables) and baseline characterisation and EIA for offshore renewables, estuarine and coastal constructions, and utilities projects. With a strong background in marine survey, they have significant experience of survey design across multiple disciplines, including benthic ecology, fisheries, geophysics, geotechnics, metocean and aerial to meet the requirements of various industry sectors, such as marine renewable energy, oil and gas, aggregates, subsea cables, water companies and aquaculture. They have a wealth of experience interpreting marine and aerial survey data for environmental assessments. They have global experience of marine habitat assessment and interpretation of sediment and seawater physico-chemical data, including detailed hydrocarbon interpretation to determine contamination sources. They are also experienced with applying these assessments in an EIA context, to determine the likely effects on specific receptors. Their specialist areas include benthic ecology, fish and shellfish ecology and commercial fisheries, although her experience extends beyond this into other areas. Through provision of expert advice to the MMO following technical review of documentary submissions as part of the consenting and licensing process for marine coastal and offshore developments, they have an excellent understanding of the regulator expectations and standards, and likely areas that may be subject to additional scrutiny. As such, they are confident in meeting the requirements set down, following various methods for the assessment of impacts.</p>

Expert	Qualifications	Relevant Experience
<p>RPS: Marine Mammals Technical Lead</p>	<p>BSc, MSc, PhD</p>	<p>The Marine Mammal Technical Lead is a knowledgeable marine ecology advisor with over 12 years' experience of offshore industry development advice both in Environmental Consultancy and in a Statutory Nature Conservation Body (SNCB). They joined HiDef as a Principal Consultant, where they managed the delivery of offshore wind project EIA and HRA deliverables for ornithology and marine mammal receptor interests. They were the lead marine mammal consultant and provided technical input to marine mammal EIA/HRA chapters and associated technical appendices. Prior to joining HiDef, they were a marine ecology advisor for NatureScot, where they led on underwater noise advice for Scottish offshore renewable developments. In addition, they provided underwater noise and marine mammal advice on harbour developments and aquaculture. Their role involved participation in Scottish offshore Regional Advisory Groups (RAG), and SNCB interagency working groups. They represented NatureScot on project steering groups for Scottish and UK research projects relating to marine mammals and underwater noise (e.g. Offshore Renewables Joint Industry Programme (ORJIP) and Marine Scotland led projects). Their PhD and MSc theses were focused on potential impacts to marine mammals from offshore renewable generated underwater noise.</p>
<p>Seiche: Underwater Noise Technical Lead</p>	<p>CEng, BSc (Hons), MIOA, ASA</p>	<p>The Underwater Noise Technical Lead is a leading underwater acoustic expert with a wide range of experience gained over more than 25 years in the UK, Europe and worldwide. Their main area of expertise is in undertaking underwater noise impact assessments for major offshore and coastal developments and have worked for developers, operators and regulators, including representation at several DCO hearings, Public Inquiries and at Parliamentary review. They have a wealth of experience working in the energy industry offshore and has vast experience in undertaking EIA, FEED studies, detailed design, operational troubleshooting and noise mitigation. They are experienced in assessing the impacts of underwater noise from offshore and coastal projects on marine mammals, fish, reptiles, benthic receptors and birds, including piling operations, drilling, seismic surveys, dredging, seabed preparation, operation of wind, wave and tidal devices and blasting (rock blasting, Unexploded Ordnance (UXO), wellhead severing etc.). They have been underwater noise technical lead on numerous offshore wind projects and are considered a leading expert in undertaking EIA noise studies for large and complex OWF developments. They worked as a senior member of the team advising the UK government (Department of Energy & Climate Change (DECC)) to review and make recommendations to improve marine mammal mitigation protocols and to assess the efficacy of Acoustic Deterrent Devices (ADDs) and recently undertook a research project for National Resources Wales (NRW) on noise modelling in Welsh waters. They also undertook a research project for Total to prioritise research funding under the Sound and Marine Life project, and is actively involved in a number of areas of</p>

Expert	Qualifications	Relevant Experience
		<p>research and development for underwater acoustics, including the fields of noise mitigation, particle motion detection and piling noise prediction. They have authored a number of technical papers on underwater acoustics and presented at a number of conferences. They are a Chartered Engineer, hold a bachelor's degree in physics, is a Member of the Institute of Acoustics and Associate of the Acoustical Society of America. They are an active member of the UK Underwater Sound Forum (a sub-group of the Marine Science Co-ordination Committee), UK Oil and Gas (UKOG) underwater noise modelling group, British Standards Institution (BSI) committee EH/1/7 on underwater acoustics and International Organisation for Standardization (ISO)/TC 43/SC 3/WG 5 "Measurement and modelling of underwater ambient sound".</p>
<p>APEM Ltd: Operations and Projects Team</p>	<p>BSc (Hons)</p>	<p>The Operations and Projects Team lead joined APEM in 2021 as a senior marine wildlife survey consultant. They are an experienced fieldworker with a demonstrated history of working in the environmental sector, primarily focused on coastal ecology and marine ornithology. After graduating from university with their bachelor's degree in Marine and Freshwater Biology, they have worked or volunteered for over 20 different environmental Non-Governmental Organisations (NGOs) and government organisations both in the UK and overseas. From working in this sector and studying for their degree, they have gained and developed a wide knowledge of natural history covering both the terrestrial and aquatic environments. They are skilled in ornithological surveys, marine mammals, project management, practical habitat management, health and safety, science communications and public engagement.</p>
<p>RPS: Offshore Ornithology Technical Lead</p>	<p>BSc, MSc, PhD</p>	<p>The Offshore Ornithology Technical Lead joined RPS in January 2022 having worked in academia over the course of ten years. In their career, they have worked at the forefront of climate change ecological research, studying the effects of rising temperatures on woodland birds. They have been involved in many different institutes. Their MSc at the University of Uppsala in Sweden involved a research project abroad, at the Max Planck Institute for Ornithology in Germany, studying the impacts of artificial night light on songbirds. In 2013, they moved on to do a PhD at the University of Groningen, examining the effects of climate warming on the timing of seasonal activities in birds. After completing their PhD, they moved on to do a postdoc at the University of Edinburgh in 2018 to study how temperature affected woodland bird communities across Scotland. They are an expert in advanced statistical analysis in report writing and reviewing reports, and project management.</p> <p>In their capacity as an Associate Director at RPS, their team is working on modelling impacts of OWF developments on avian populations using a variety of statistical and mathematical modelling approaches. Their contributions provide essential data-driven inputs for the consenting process, ensuring that assessments are robust and accurate. In addition to mainstream ornithological models (such as spatial modelling, collision risk assessment, displacement analysis, apportioning, and population viability evaluation), they can offer valuable</p>

Expert	Qualifications	Relevant Experience
		insights into any statistical modelling needs for projects. Their guidance is invaluable, whether it involves conducting power analyses to optimize experimental designs or performing hotspot analyses to forecast potential outcomes of different project designs. This versatility positions them as a go-to expert within the team, capable of addressing diverse challenges.
ERM: Offshore Bats	BSc, BSc (Hons), ACIEEM	The Offshore Bat Lead has over 20 years' experience undertaking bat surveys and 12 years authoring bat assessment chapters. They have worked as a technical specialist in offshore renewable energy in the UK, Republic of Ireland, Europe and Asia. Their work on echolocation and social calls is published in three bat call analysis books.
NiMa: Commercial Fisheries Technical Lead	BSc (Hons)	The Commercial Fisheries Technical Lead has worked for fisheries and international environmental consultancy companies as a Senior Consultant. They have managed large renewable energy EIAs for wind and tidal developments, and has completed numerous commercial fisheries and natural fish resource assessments for offshore wind and tidal EIAs, feasibility and scoping studies. They have assisted in the development of industry plans including the recent Scottish Inshore Fishery Groups Model Management Plan and Guidance and the South East Fishing Industry Development Plan. Recent project experience includes Marine Stewardship Council full and pre-assessments in the UK, Sweden and Denmark, and research on life-cycle analysis issues and associated actions to improve sustainability of seafood production and consumption in the UK.
NASH Maritime: Shipping and Navigation Technical Lead	BE (Hons), CEng, MRINA	The Shipping and Navigation Technical Lead has over 15 years of experience in the maritime sector and ten years including undertaking and authoring Navigation Risk Assessments across various maritime sectors (offshore, energy, renewables, ports, vessel operations, etc.), as well as providing specialist technical advice to a wide array of clients. They have led maritime projects through project management, technical report authoring and analysis on numerous maritime risk and marine quantitative risk assessments, including on consultation meetings and workshops with stakeholders such as port authorities, maritime agencies, and shipping companies.
Coleman Aviation: Aviation, Military and Communications Technical Lead	Royal Air Force (RAF) Air Navigation Course, Tornado GR1 Operational Conversion Unit, Ministry of Defence (MoD) Joint Air Traffic Control Course, MoD Area Radar Training	The Aviation, Military and Communications Technical Lead retired from the RAF in December 2012 after 27 years' service. Their last appointment was as RAF lead for safeguarding against the impact of wind farms on MoD operations. In other roles, they headed the RAF Air Traffic Control (ATC) and Air Defence (AD) Standards organisation and served at RAF Lossiemouth as the Senior Air Traffic Control Officer. Prior to converting to ATC, they completed operational tours as a fast-jet navigator compiling nearly 1,000 flying hours on the Tornado GR1. They have since worked, for 12 years, for numerous wind farm developers in resolving wind farm related aviation issues; including civil airport radar and safeguarding, MoD ATC and AD radar, low flying and aviation lighting, search and rescue and emergency helicopter operations and Met

Expert	Qualifications	Relevant Experience
	Course, RAF Unit Safety Management Officer's Course, Development of the Air Traffic Management (ATM) Safety Case (EuroControl)	Office radar. Engagements on other projects include provision of aviation specialist input into EIA's and provision of advice to discharge aviation planning conditions.
RPS: Infrastructure and Other Users and Major Accidents and Disasters Technical Lead	BSc, MSc, MSc (Distinction)	The Technical Lead for Infrastructure and Other Users and Major Accidents and Disasters has over six years of experience in marine heritage consultancy. They have worked as a technical specialist in offshore renewable energy in the UK, Republic of Ireland, and Europe and has also supported port and harbour developments, interconnector cables, carbon capture and storage and the aggregates industry. They have delivered numerous marine heritage EIAs, Environmental Statement chapters, Technical Reports, Scoping Reports and Written Schemes of Investigation (WSIs). They have also directed underwater and intertidal archaeological fieldwork including diving projects. They have experience of project managing marine licence applications and variations and also have experience of post-consent work, including acting as an offshore consents manager on the UK section of the NeuConnect Interconnector and as Environmental Clerk of Works (ECoW) for Neart Na Gaoithe OWF.
Jacobs: Socio-Economics and Tourism Technical Lead	BSc, MSc	The Socio-Economics, Tourism and Recreation assessment lead is an Associate Director in Jacobs' Economics and Outcomes team, with 15 years' of experience of technical analysis and advisory services which shape infrastructure policy and investment decisions. They have worked for public and private sector clients in the transport and energy sectors in the UK and North America. They have extensive experience in assessing economic, environmental and social impacts of infrastructure projects, including business case development, economic appraisal, and cost-benefit analysis.
RPS: Marine Archaeology Technical Lead	LLB (Hons), MSc, PhD	The Marine Archaeology Technical Lead is an experienced maritime archaeologist with over 6 years of experience in marine heritage consultancy. They have worked as a technical specialist in offshore renewable energy in the UK, Republic of Ireland, and Europe and has also supported port and harbour developments, interconnector cables, carbon capture and storage and the aggregates industry. They have delivered numerous marine heritage EIAs, Environmental Statement chapters, Technical Reports, Scoping Reports and WSIs. They have also directed underwater and intertidal archaeological fieldwork including diving projects. They have experience of project managing marine licence applications and variations and also have

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		experience of post-consent work, including acting as an offshore consents manager on the UK section of the NeuConnect Interconnector and as ECoW for Neart Na Gaoithe OWF.
RPS: Seascape, Landscape and Visual Impacts Technical Lead	BSc, MA CMLI, Institute of Sustainability and Environmental Professionals (ISEP) (formerly Institute of Environmental Management and Assessment (IEMA))	The Seascape, Landscape and Visual Impacts Technical Lead is a Chartered Member of the Landscape Institute and is a Senior Associate Landscape Architect at RPS with over 15 years' experience in landscape design and landscape and visual impact assessment. They hold a BSc in Landscape Design and Plant Science and a Postgraduate Diploma in Landscape Management from Sheffield University. They are also an Affiliate Member of the IEMA. As a Chartered Landscape Architect they have completed numerous Landscape and Visual Impact Assessments, detailed landscape proposals for Public Realm, Residential, Commercial and Public Amenity Developments.
RPS: Cultural Heritage Technical Lead	MA (Hons) MCifA FSA Scot	The Cultural Heritage Technical Lead is a highly experienced cultural heritage professional with 20 years' experience preparing cultural heritage impact assessments for wind farms, both on and offshore, and other renewables projects. Offshore experience includes the now operational Beatrice, Moray East and Moray West OWFs and the European Offshore Wind Deployment Centre and, most recently, Berwick Bank OWF. They have provided cultural heritage input to numerous Section 36 onshore wind farms, solar farms and Battery Energy Storage System (BESS) projects. They have authored guidance on cultural heritage impact assessment in the context of EIA in Scotland.
RPS: Climatic Effects Technical Lead	BSc, MSc	The Climatic Effects Technical Lead is an Associate Director at RPS. They are also a member of the IEMA Working Group and co-author of the updated Greenhouse Gases in EIA Guidance document. They have comprehensive experience and technical knowledge in the principles of sustainability including corporate responsibility, Building Research Establishment Environmental Assessment Method, and climate change. They provide advice and technical expertise across all work stages supporting development projects and organisations through key milestones. They are experienced in the assessment of impacts of climate change and carbon footprint analysis.
RPS: Unexploded Ordnance Technical Lead	BSc (Hons)	The UXO Technical Lead is Head of Marine nearshore and offshore UXO Project operations and consultancy with extensive global experience. They have over 15 years of UXO experience, including risk assessments, survey, investigation, and consultancy. They are an Experienced and Qualified Project Manager and Consultant, within RPS Explosives Engineering Services. Their responsibilities include the management of UK & International project operations, including client consultancy on UXO risks. Since joining RPS in 2006 they have been involved in numerous marine projects and have developed bespoke clients and gained invaluable experience in the management of complex UXO consultancy operations. Areas of operations include the North Sea,

Expert	Qualifications	Relevant Experience
		<p>Baltic Sea, North Arabian Gulf Iraq, Caspian Sea, Gulf of Papua, USA and Australia further including Projects in the Thames, London and North and Irish Seas and the Baltic Sea. Their primary role has been in the assessment of UXO risks and implementation of complex UXO mitigation techniques within underwater environments. Further experience includes project management consultancy of extensive UXO mitigation projects involving Survey, Diving and Remotely Operated Vehicle (ROV) operations. Projects include The Iraq Crude Oil Export Expansion Project, numerous cable routes, windfarms and Oil and Gas Projects in UK waters, the North, Baltic and Caspian Sea, also undertaking desk based assessments and identifying and managing appropriate risk mitigation strategies.</p> <p>They have in depth knowledge and practical experience of land based and marine Survey's for UXO detection including magnetometry Electromagnetic Induction (EMI), Side Scan Sonar (SSS) and Sub Bottom Profiler (SBP). Preparation of technical reports particularly UXO risk assessments, contamination desk studies, including mitigation strategies risk management and completion reports.</p>
<p>RPS: GIS Technical Lead</p>	<p>BSc, MSc, FRGS</p>	<p>The GIS Technical Lead has 24 years' experience working in the engineering and construction sector and for the last 11 years has worked for RPS exclusively delivering GIS analysis and mapping support. With extensive experience using ESRI GIS software including ArcGIS and ArcGIS Professional, they specialise in supporting project teams with map production, data management and interrogation, risk mapping and site selection and Web based GIS systems. With their surveying background they are a member of the geomatics team offering geodetic QC, integrity checks and geomatics support across multiple RPS offices and to external clients directly. In the last few years, they have been the GIS project lead on multiple offshore EIA projects in the UK and Ireland and have provided detailed constraints analysis to clients to support their offshore windfarm bidding strategies and to identify potential risks to projects that will need to be mitigated.</p>