

Key ideas and challenges to deploy the appropriate Environmental and Social internal team in the Hydropower Sector?



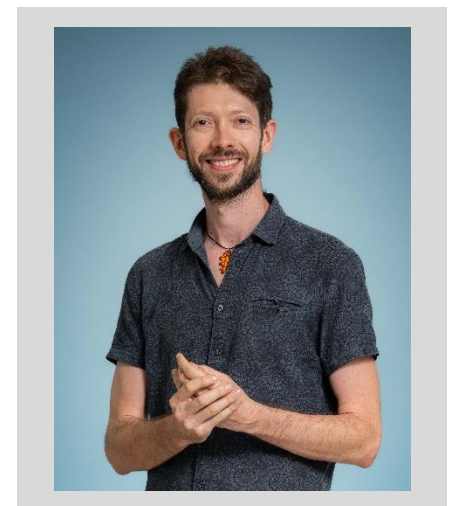
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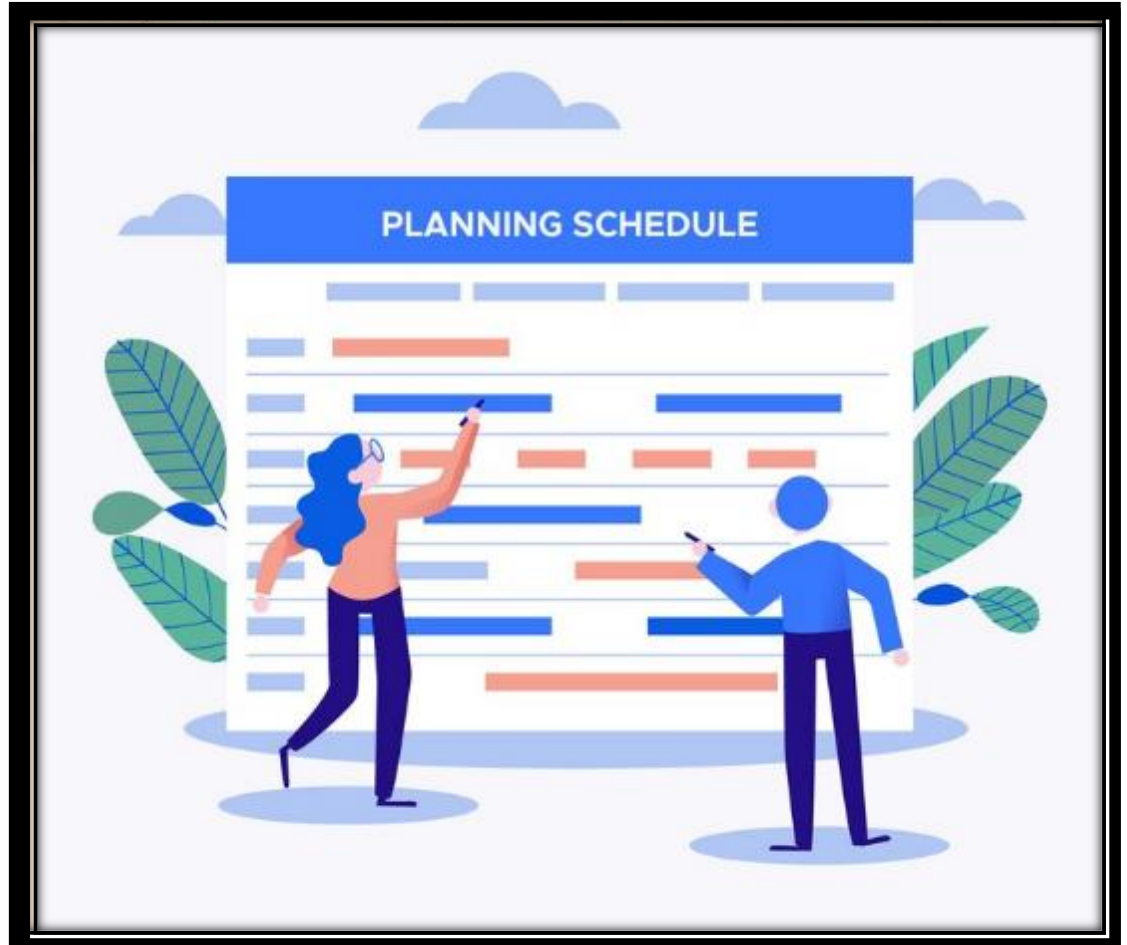
<https://www.linkedin.com/in/michel-tomasino-b4428365/>

<https://www.edf.fr/en/the-edf-group/producing-a-climate-friendly-energy/doubling-the-share-of-renewable-energies-by-2030/hydroelectric-energy/our-expertise>



Plan

- I. Introduction : the presenter
- II. The hydropower sector, its high E&S requirements
- III. Roles and responsibilities in an hydropower projects: between internal and external human resources
- IV. What team at what phase ?
 - In Early phase
 - During development
 - When construction is about to start
- V. Conclusion and opening



Intro : the presenter and the topic



Human Resources in Hydro

The hydropower sector and its high E&S requirements



Hydropower may have significant social impacts on every component of people wellbeing. Each project is unique and long term. Rooms exist to avoid and reduce impacts and generate social opportunities... if you dedicate time and resources for it.

Roles and responsibilities in hydropower projects: between internal and external human resources

EDF defends to have some dedicated E&S staff in the projects it invests in

However the situations vary depending on :

- The current status of the project with the existing data and staff
- The Government and partners' commitment levels
- The Consultants availability, skills and experience locally
- The attribution of responsibility with construction company to mitigate E&S impacts

What is presented is ...

An overall view of « staffing for E&S purposes » based on recent experiences

What team at what phase ?

EARLY PHASE = before ESIA/RAP – prefeasibility

Between 5 and 10 people

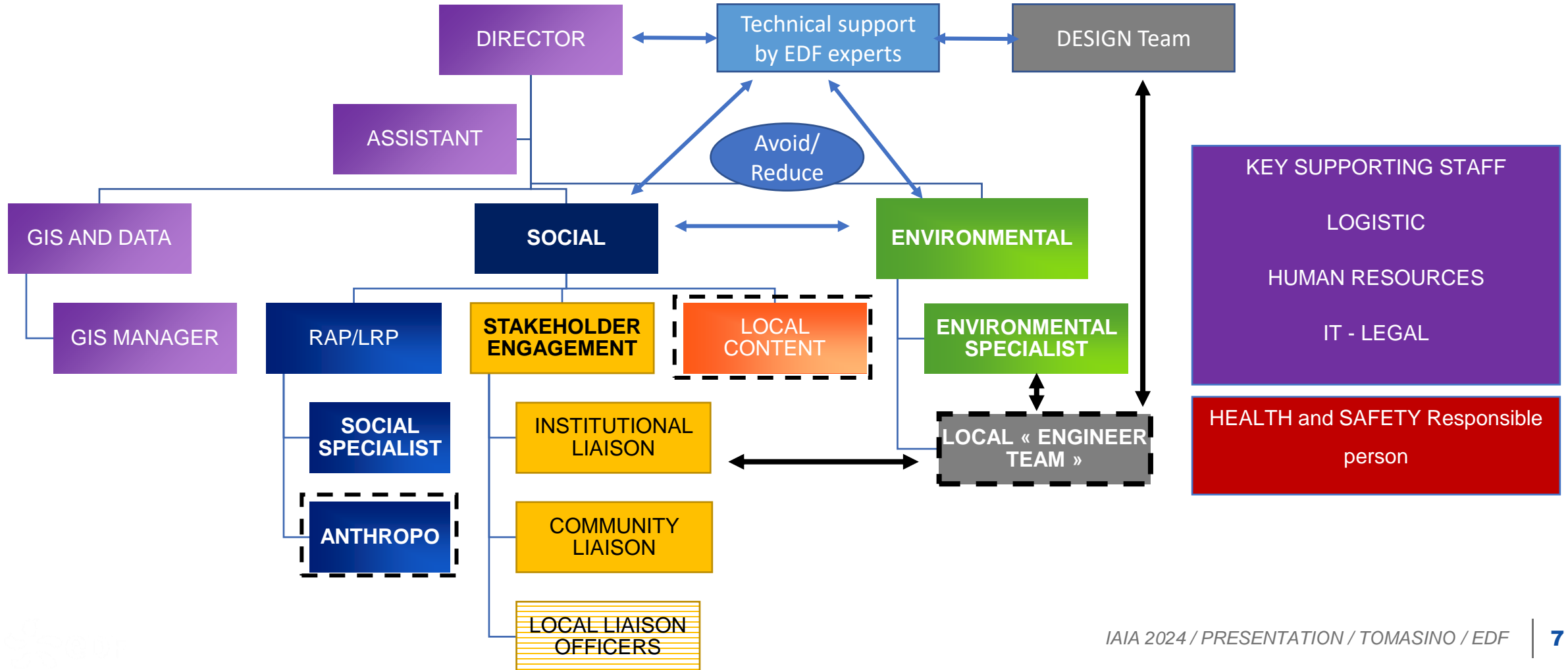
- Get familiar with the context
- Confirm the initial E&S risk analysis
- **Engage with the Ministry of Environment, clarify the requirements,**
- Identify **opportunities to avoid and reduce impacts** through early design changes + consider local expectations.
- Obtain **preliminary social approval (!/!)**
- Drive the consultancy offices for **preliminary studies.**

Participate to make the upcoming project company operational



What team at what phase ?

EARLY PHASE = before ESIA/RAP – prefeasibility



What team at what phase ?

DEVELOPMENT PHASE ~ESIA/RAP/BAP stage

15 to 20* people depending on the status and context

- The bankability is conditioned by **impact management, offset and resettlement feasibility**
- Pilot E&S **safeguards studies** (underlying E&S issues, access to info facilitate stakeholder engagement...)
- **Participate directly to mitigation measures identification** to be context adapted
- **Continuous engagement with affected persons**
- **Assess how to make « local expectations » realistic in the relevant timeline**

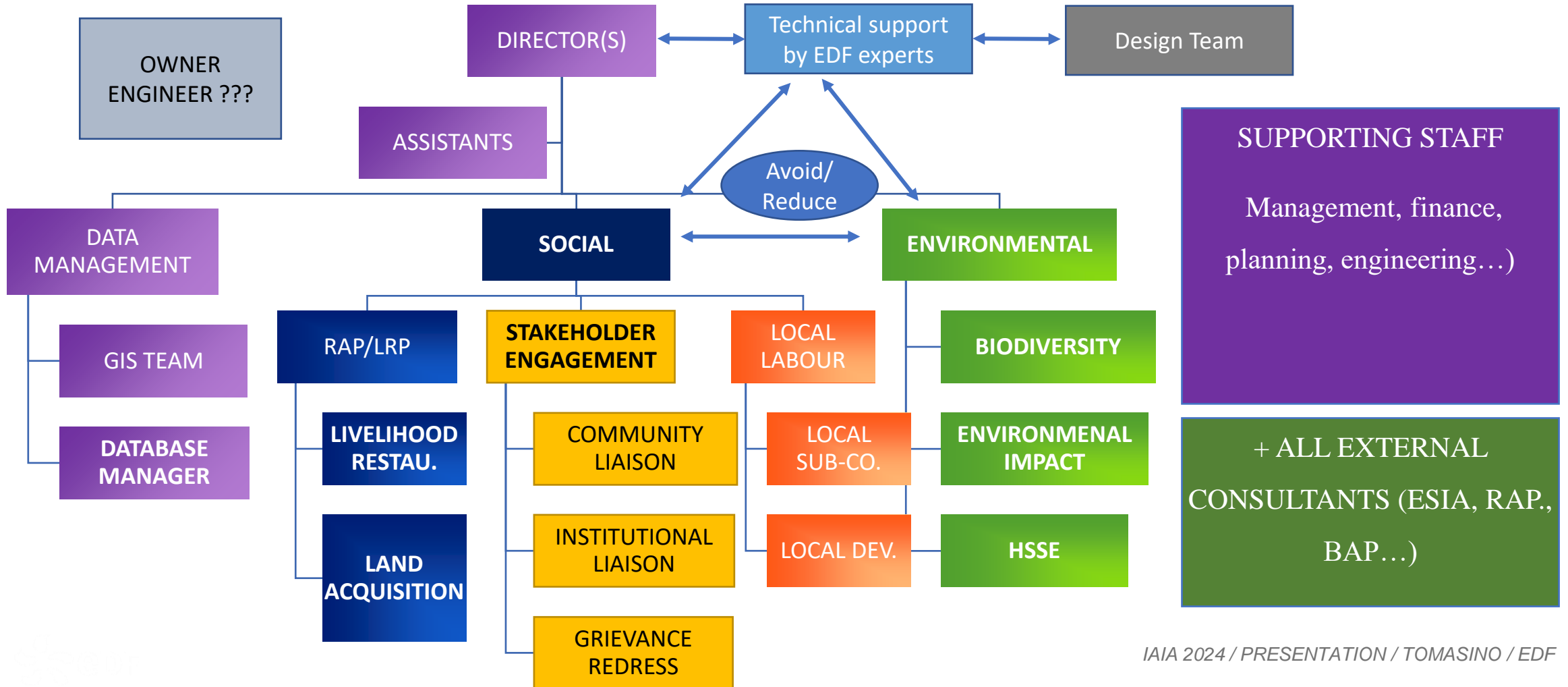
+ Liaison officers



« **Build up the *internal memory* of the project about the decision making process** »

What team at what phase ?

DEVELOPMENT PHASE ~ESIA/RAP/BAP stage



What team at what phase ? CONSTRUCTION PERIOD ABOUT TO START...

20 to 25 people with partners

- **A WHOLE NEW WORLD : INCREASING SCALE, PACE OF WORK...**
- Implementation of measures starting
- Serves to prepare for the construction phase from an **environmental, health and safety perspective** and the **construction** impacts itself.
- **New concerns and expectations in the community and for the workers**
- **E&S has to be prepared for construction with a dedicated staff who benefitted from time to understand the plans (3-6 months)**
- **Challenge : an “in-between period” before financial close**



What team at what phase ?

CONSTRUCTION PERIOD ABOUT TO START...

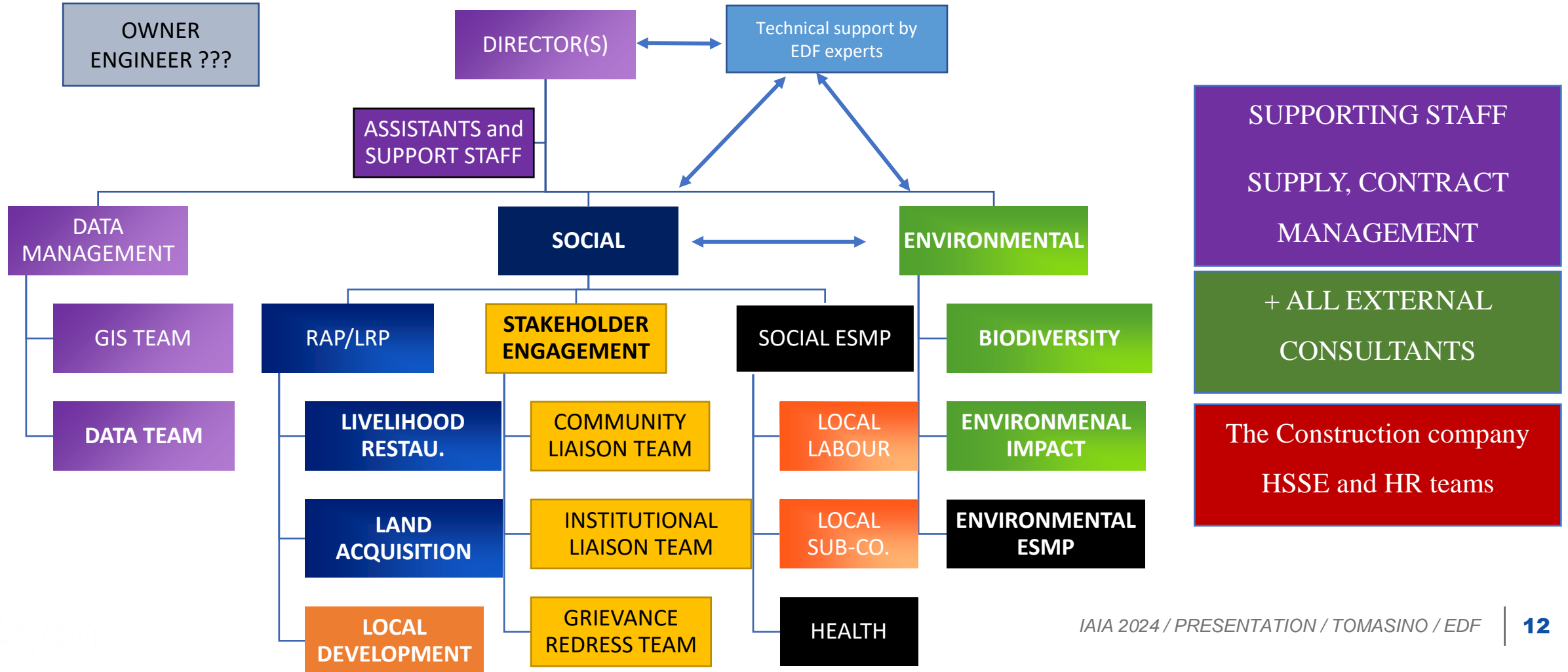
Construction starting means...

- **LABOUR, LABOUR and LABOUR:** employment, working conditions, GBV, workers grievances, ...
- **SOCIAL INFLUX** : with local authorities
- **LOCAL CONTENT TEAM** : **local expectations** and implementation of measures
- **ENVIRONMENT** : all **monitoring process** identified and in place
- **INTERNAL CAPACITY (HUMAN, TOOLS, DATA)** to **rationalize impact**
- **GOAL** : **prevent delay and opposition for construction activities**



What team at what phase ?

CONSTRUCTION PERIOD ABOUT TO START...



Conclusion and Opening

No large infrastructure project can be done without *adequate E&S staff*

... but *adequate* is a word challenged by « nearly » everyone.

For a *Just Transformation*, a more precise *adequate* should be studied

- With researchers, learning and **sharing experience and lessons learnt**
- With lenders/IAIA through **benchmark**, quantification and ratios out of guidelines
- With colleagues from Human Resources, Management and Finance to **sensibilize** about

the need to build E&S team like technical team

the limit of *lean management* when dealing with E&S

Sources of information

[EDF – internal pictures](#)

<https://fr.freepik.com/>

<https://www.france24.com/en/africa/20230131-poverty-but-also-rumba-and-resilience-pope-starts-long-awaited-dr-congo-trip>

Smyth, E., & Vanclay, F. (2017). The Social Framework for Projects: a conceptual but practical model to assist in assessing, planning and managing the social impacts of projects. *Impact Assessment and Project Appraisal*, 35(1), 65-80. <https://doi.org/10.1080/14615517.2016.1271539>

Let's continue the conversation!

Post questions and comments in the IAIA24 app.



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