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# IEMA GESA Group - Webinar: Understanding and responding to the impact of COVID 19 on environmental and social appraisal work in project developments

15 October 2020

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# Webinar slides and recording

This webinar is being recorded. The recording and presentations will be made available for IEMA members on [iema.net](https://iema.net) within 48 hours of the webinar.

[iema.net](https://iema.net)



# Q&A

Send in your questions as we go through the session – we'll have plenty of time after the presentations to address these.



# Background

- COVID 19 has posed new and unique challenges to project sponsors, consultants and lenders.
- In response, innovative solutions have been developed to enable the continuation of project development and construction, and E&S appraisals by lenders and their consultants.





# Session focus

- An overview of the main CV19 challenges faced and recently available guidance;
- Practical insights from international project case studies, including:
- Understanding of the challenges and approaches to remote due diligence on category B EBRD projects in Albania, Morocco and Tajikistan;
- An overview of the Remote Green Cities Action Plan consultation in Kosovo;
- How to manage CV19 construction related labour challenges on a large hydro project in Pakistan.





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Freelance  
Consultant



**Filip Kucera**

Social Specialist

Mott MacDonald



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Principal Environmental  
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EBRD



**Ana Bachurova**

Associate

EBRD



# Presentations

COVID-19

# Overview of Challenges

- Legislative and regulatory changes
- Health and Safety
- Labour
- Stakeholder Engagement and Social Inclusion
- Security
- Environmental & Social management plans and procedures







COVID-19

# Overview of Guidance

Organisation	Summary of Guidance
Asian Development Bank	<ul style="list-style-type: none"><li>• Draft guidance note on stakeholder engagement and emergency response and on managing medical infectious waste during the COVID-19 pandemic</li></ul>
European Bank for Reconstruction and Development	<ul style="list-style-type: none"><li>• EBRD COVID-19 briefing notes covering: workplace risk assessment checklist; labour requirements; and stakeholder engagement</li></ul>
International Finance Corporation	<ul style="list-style-type: none"><li>• Interim advice for IFC clients on: preventing and managing health risks of COVID-19 in the workplace; developing a COVID-19 emergency preparedness and response plan (EPRP); supporting workers in the context of COVID-19; and stakeholder engagement in the context of COVID-19</li><li>• Childcare in the COVID-19 era: guide for employers</li><li>• Tip sheet for company leadership on crisis response: Facing the COVID-19 pandemic</li><li>• Addressing increased reprisals risk in the context of COVID-19</li></ul>
IDB Invest	<ul style="list-style-type: none"><li>• Guidance for infrastructure projects on COVID-19: A rapid risk profile and decision framework</li><li>• Corporate governance: COVID-19 and the board of directors</li><li>• Guidance on COVID-19 for agriculture projects</li><li>• The coronavirus impact dashboard measuring the effects of social distancing</li></ul>
FMO	<ul style="list-style-type: none"><li>• Corporate governance crisis and risk management note in the context of the COVID-19 crisis</li></ul>

A graphic in the top left corner featuring overlapping geometric shapes in shades of purple, orange, and teal. The text "COVID-19 Overview of Guidance" is overlaid on this graphic.

# COVID-19 Overview of Guidance

Organisation	Summary of Guidance
CDC Group UK	<ul style="list-style-type: none"><li>• COVID-19 guidance for employers; managing risks in the construction sector; investors and financial institutions on job protection; and general approach of CDC Group</li></ul>
DEG	<ul style="list-style-type: none"><li>• COVID-19 guidance for DEG clients and employers</li></ul>
BIO Invest	<ul style="list-style-type: none"><li>• COVID-19 guidance for employers</li></ul>
KfW Development Bank	<ul style="list-style-type: none"><li>• ESHS Information related to COVID-19</li></ul>
Agence Française de Développement	<ul style="list-style-type: none"><li>• Measures for inclusion in construction or worksite ESMPS to strengthen COVID-19 health control</li></ul>
European Investment Bank	<ul style="list-style-type: none"><li>• COVID-19 and environmental and social sustainability</li></ul>
Equator Principle Association	<ul style="list-style-type: none"><li>• Guidance on applying the Equator Principles during the COVID-19 pandemic</li></ul>
European Agency for Safety and Health at Work	<ul style="list-style-type: none"><li>• Workplace health and safety</li></ul>
Institution of Occupational Safety and Health (IOSH)	<ul style="list-style-type: none"><li>• Worker health and safety, emergency planning, remote workers, mental health and wellbeing, supply chain management</li></ul>
International Recruitment Integrity System (IRIS)	<ul style="list-style-type: none"><li>• Migrant worker protection</li></ul>
UNICEF	<ul style="list-style-type: none"><li>• Protection of children and COVID-19</li></ul>
International Labor Organization (ILO)	<ul style="list-style-type: none"><li>• COVID-19 guidance on occupational health and safety; small and medium enterprises; reskilling and upskilling of workers</li></ul>

# COVID-19 Overview of Guidance

Organisation	Summary of Guidance
World Health Organization (WHO)	<ul style="list-style-type: none"> <li>Extensive guidance covering specific medical advice on COVID-19; guidance across geographies and industry sectors; communication and community engagement; workplace health and safety; and mental health</li> </ul>
UK Government	<ul style="list-style-type: none"> <li>Worker safety and COVID-19</li> </ul>
Health and Safety Executive	<ul style="list-style-type: none"> <li>COVID-19 guidance to home workers and on personal protective equipment (PPE)</li> </ul>
Canadian Centre for Occupational Health and Safety	<ul style="list-style-type: none"> <li>COVID-19 workplace protection</li> </ul>
Centers for Disease Control (CDC)	<ul style="list-style-type: none"> <li>Extensive COVID-19 guidance covering hospitals, schools, homes, retirement communities, large community events and more; PPE; cleaning and disinfecting; and workers in specific occupations</li> </ul>
Safe Work Australia	<ul style="list-style-type: none"> <li>COVID-19 advice for workplaces, small businesses and construction and building sites</li> </ul>
OSH WIKI	<ul style="list-style-type: none"> <li>COVID-19 workplace guidance</li> </ul>
NAPO (Health & Safety films)	<ul style="list-style-type: none"> <li>COVID-19 films covering recommendations to halt the pandemic and on teleworking</li> </ul>
Mott MacDonald	<ul style="list-style-type: none"> <li>Worker accommodation and COVID-19</li> </ul>
Arup	<ul style="list-style-type: none"> <li>Mitigating COVID-19 risks during construction</li> </ul>

Links to most of the guidance above can be found at: <https://www.ebrd.com/sustainability-covid.html> under:

- A list of [websites providing information on Covid-19](#) and
- [Guidance materials and resources](#) provided by international financial institutions

# Challenges and approaches to remote due diligence on category B EBRD projects – 3 case studies

*Catherine Edet – Principal E&S Advisor*

*IEMA Full member and Chartered environmentalist*



**European Bank**  
for Reconstruction and Development

# 0. Introduction – Category B projects

- EBRD 2019 Environmental and Social Policy : definition of Category B projects

<https://www.ebrd.com/news/publications/policies/environmental-and-social-policy-esp.html>

- “Classic approach”: in-house or external E&S appraisal with site visit when necessary – preparation of an ESAP (Environmental and Social Action Plan)
- Bulk of EBRD projects are CatB: 86% of active projects
- EBRD Covid19 travel restrictions: no travel at all, then travel possible for local consultants subject to TRA approval
- 3 case studies with different contexts– E&S appraisal (due diligence) ongoing





# 1. Case study #1: Energy/Tajikistan

- Transaction: energy distribution – 7 sites
- Client: existing client, E&S practices well-known by EBRD
- Covid19 travel restrictions for consultant: no international travel – no local travel (multi-sites with intense travelling and health condition of the consultant team: increased risk)
- E&S appraisal approach:
  - Appointment of the consultant who did E&S appraisal of previous transaction (similar scope, same client)
  - 100% remote work: use of a first questionnaire to identify risks (in English and Russian), second questionnaire tailor-made based on first questionnaire findings, conference calls, instructions to client to take on-site pictures based on precise specifications
  - Specific questions related to Covid19

# 1. Case study #1: Energy/Tajikistan

➤ Lessons learnt:

- Pictures of reasonably good quality, which overall allowed meeting the objective to identify site-specific issues to be improved in the context of the Project (but pictures more “useful” than others)
- Provide very clear instructions on visual information needed
- Key success factor: consultant already familiar with the client



## 2. Case study #2: Mining/Albania

- Transaction: Natural Resources – 3 sites
- Client: new client
- Covid19 travel restrictions for consultant: no international travel – local travel possible
- E&S appraisal approach:
  - Appointment of a consultant with a mixed team (international and Albanian)
  - 3 local specialists (Env, Soc, H&S) visited the sites with remote support from international team
  - Day 1: client's management interview in HQ (local team) and VC (intl. team)
  - Day 2: Sites 1 and 2 with poor WiFi connection : intl. team could not have real-time interactions with the local team during the visit, but questions agreed with the intl. team in advance (instructions)+ pictures/videos taken
  - Day 3: Site 3 with good WiFi connection: real-time connection (via mobile phone) with the intl. team

## 2. Case study #2: Mining/Albania

➤ Lessons learnt:

- Approach subject to WiFi connection available on site
- Key success factors: i) technically robust local team, ii) local and international specialists in consultant's team used to work together



### 3. Case study #3: Manufacturing/Morocco

- Transaction: Heavy industry – 1 site
- Client: new client – affiliate of a major Group - certifications (ISO 9001, ISO 14001, OHSAS 18001, FSSC 22000)
- Covid19 travel restrictions for consultant: no international travel – local travel possible
- E&S appraisal approach:
  - Appointment of an intl. consultant with experience in the industry (local consultants not always familiar with EBRD PRs)
  - E&S appraisal in two phases:
  - Phase 1 = 100% remote appraisal (desktop review of existing documentation + client's interview) with preparation of ESAP v1
  - Phase 2= visit of facilities (as soon as possible) and preparation of ESAP v2



### 3. Case study #3: Manufacturing/Morocco

➤ Key success factors

- Strong Consultant's experience in the sector
- Detailed documentation available from Client for Phase 1 appraisal (EIA, policies/procedures/manuals, GRI reports, etc.)
- ESAP revision to be captured in the Loan Agreement

## 4. Key takeaways

- Essential to continue business with no relaxation of EBRD ESP and Performance Requirements (PR) – in these 3 case studies, we were able to take the projects forward because we obtained information we were comfortable with
- E&S appraisal to include additional points of attention (e.g. PR4: workers health and safety/Covid19 exposure, PR2: risk of redundancy/salary cuts)
- During Covid19 context, E&S appraisal approach for CatB to be defined case by case, depending on client/project scope/country specific travel restrictions/project timeline
- Site visits are difficult to organise for now : when international travel resumes, it is expected that significant effort on visiting sites will be needed (reinforcement of monitoring visits and possible readjustments of ESAP)
- EBRD actions:
  - Need of capacity building for local consultants
  - Sustainability and coronavirus: <https://www.ebrd.com/sustainability-covid.html>



# Virtual Consultation: Lessons learnt from the Pristina GCAP project in Kosovo

IEMA Webinar

Oct 15, 2020 12:30 PM - 1:30 PM BST

Ana Bachurova (EBRD) & Filip Kučera (Mott MacDonald)



**Stakeholder engagement** is a key pillar in producing a meaningful Green City Action Plan (GCAP) that will guide the city's investments and policy reforms

- Pristina – first city to undertake stakeholder consultation in the covid-setting
- A new approach for engagement overall
- Not simply a virtual substitution of face-to-face workshops
  - half-day event
  - 100 slides
  - break-out groups
  - coffee-breaks

- ✓ Max. 2 hours session
- ✓ Smaller groups (even if event needs to be repeated)
- ✓ Pre-webinar homework
- ✓ Language
- ✓ Interactive tools

# Pros and Cons of Online Webinars

Due to the **COVID-19 pandemic**, we had to find new innovative ways to proceed while respecting EBRD's new strict conditions for stakeholder engagement on their projects.

## Pros



- ✓ Decrease in some direct costs
- ✓ No geographic limitations
- ✓ More flexibility for participants
- ✓ More focused engagement
- ✓ Less Covid-19 direct transmission risk

## Cons



- ✗ Lack of interaction and networking
- ✗ Limited time availability
- ✗ Lack of control of audience
- ✗ Technical issues
- ✗ Cannot be used everywhere

**Other types of stakeholder engagement:** One way to engage the participants of the webinar is to send them a **pre-recorded presentation** that would strengthen their understanding of the relevant issues. The other way is to send them **pre- and post-seminar surveys** to share their views even more.



# KOMENTE TË PËRGJITHSHME - NDËRTESTESAT, INDUSTRI TË & ENERGJIA

Pellumb Gjino  
Ana Bachurova  
Emiljano Zhuleku  
Mark Finer  
Agon Vuthi  
Kujtesa Alaj  
Vllaznim Osmani  
Saranda Bytyqi Latifi  
Mrika Maliqi  
Agon Paqarizi  
Donika Capriqi  
Vlora Avdiu Burani  
Vjollca Podvorica  
DonjetaBajraktari  
fatos hasani  
Rent Bike  
Filip Kucera

**Pika Kyçe 3:**  
Të planifikohet urbanizimi me më shumë hapësira të gjelbra

**Pika Kyçe 7:**  
Sektori i Energjisë i monopolizuar. Mungesa e profesionistëve të energjisë; Vend potencial për gjenerim të fotovoltaikeve;

**Pika Kyçe 6:**  
VNM i një industrie në raportin punësim/shkatërrim i ambientit); plani i rikuperimit (kthimit në gjendje të mëparshme) të natyrës.

**Pika Kyçe 9:**  
Familjet të përdorin energji të rinovueshme; Pikat për mbushje të automjeteve elektrike; Një hartë e çashme ku do të mund të shihnim se cilat lagje në Prishtinë përdorin thëngjill për ngrohje

Breakout Rooms - In Progress (00:20:00)

Unassigned
1

☐ Martin Smutny (not joined)

Building, Industries and Energy
Join

- Bashkim Sadiku
- Emiljano Zhuleku
- Gresa Neziri
- Mark Finer
- Nazmije Tora
- Seniha Bajraktari
- Valdete Marevci
- Vlora Avdiu Burani

Water and Solid Waste
Join

- alban Sokoli
- Donika Capriqi
- Dukagjin Gashi
- Fatmire A. Hajdini
- Flamur Interpreter Alb
- Mrika Maliqi
- Pëllumb Gjinolli

Transport and Land Use
Join

- Ermal Sylejmani
- Fatime Hajdari
- habib qorri
- Halil Halili
- Ismajl Baftijari
- Premtime Preniqi
- Valdet
- Vjollca Podvorica

Broadcast a message to all
Close All Rooms



## Pristina Green Cities Action Plan (GCAP) - Stakeholder Engagement Workshop Questionnaire

### Welcome to our Questionnaire!

Since September last year, work has been taking place on the development of a new Green City Action Plan (GCAP) seeking to build a better and more sustainable future for Pristina and its residents and businesses. On behalf of the Pristina Municipality and the European Bank for Reconstruction and Development (EBRD) who are funding the work, consultants Mott MacDonald Ltd have collected information on a wide range of environmental themes to help identify, prioritise and connecting the city's environmental challenges with sustainable infrastructure investments and policy measures. We are sharing these findings with you in the **Executive Summary of the GCAP Technical Assessment Report**, and we would like to get your views and feedback on the challenges that have been identified.

For the purpose, we are kindly asking you to fill in this **questionnaire** in advance of the online workshop to which you are invited to participate. . We will use your answers to discuss more fully during the online workshop.

[Completion Instructions](#)

*Dear respondent,*

*Please keep in mind that this questionnaire has been designed for specific purposes and that your answers should reflect your views as a representative of an organisation within Pristina.*



Participants (25)

Find a participant

AB

Ana Bachurova (Host, me)

MM

Mrika Maliqi (Co-host)

PG

Pëllumb Gjinolli (Co-host)

V

Vjollca Podvorica (Co-host)

MF

Mark Finer (Co-host)

Emiljano Zhuleku

FI

Flamur Interpr... (Interpreter)

VA

Vlora Avdiu Burani

AS

alban Sokoli

Invite

Mute All

Unmute All

...

Zoom Group Chat

From Me to Mrika Maliqi: (Privately)

11:27 AM

ok

From Fatime Hajdari to Me: (Privately)

11:43 AM

Sorry for interruption. Could you please send me the link for the group since I had some technical issues connecting previously? Thanks in advance

From Me to Fatime Hajdari: (Privately)

11:53 AM

Hello Fatime

Which group would you like to join

From Fatime Hajdari to Me: (Privately)

11:53 AM

Hello Ana

Telecommunication and soil

From Me to Everyone:

12:20 PM

Nazmije, Habib - is there a button to join a breakout group?

To: Everyone

...

Type message here...



# Thank you

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# Audience poll





# Questions and Answers



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Freelance  
Consultant



**Filip Kucera**

Social Specialist

Mott MacDonald



**Marielle Rowan**

Principal Environmental  
and Social Advisor

EBRD



**Ana Bachurova**

Associate

EBRD

# IEMA Global Environmental and Social Assessment (GESA) Working Group

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IEMA's GESA leads on improving the performance of environmental and social risk management related to international development projects. They're working together to share good practice experience and build capacity

## **GESA Early Careers Working Group**

- Formed of representatives from leading environmental consultancies and finance institutions.
- Aims to provide a forum for people at the start, or early stages of their career, to grow their skills and experience in E&S risk management related to international projects.

For all the latest information and opportunities to get involved, please join the group's **LinkedIn forum**, "IEMA's GESA [Early Careers Working Group](#)"



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# Thanks for joining us

The recording of this webinar will be posted on  
IEMA's website later today

<https://www.iema.net/event-reports>



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