Managing Contractors’ Environmental and Social Performance in Hydropower Projects

Incorporation of E&S into Contract

Day 1

- Precontracting Processes: Rationale of E&S Requirements and Overview
- Implementation of E&S Requirements during Contracting
- Managing Contractor Performance during Contracting
- Approving Invoices for Payment
- Subcontractor management
- Mobilization
- Premobilization
- Identification of E&S plans to be developed
- Standard and customized E&S Clauses
- Types of contract
- Solicitation
- Defining E&S terms and conditions
- Solicitation, Evaluation, and Appointment of Contractors
- Structure of Bill of Quantities
- Selection and alteration of E&S contract
- Other personnel and time allocations
- Solicitations, evaluation, and selection
- Penalties and incentives for E&S Performance
- Contractor plans and staffing vs lead by contractor
- Other personnel and time allocations
- Solicitations, evaluation, and selection

Day 2

- Managing Performance during Operations
- Monitoring E&S performance
- Corrective action for non-fulfillment
- Performance measures
- Subcontractor performance
- Contract modifications
- Approving Invoices for Payment
- Utilizing E&S contract as a mechanism
- Monitoring E&S performance
- Corrective action for non-fulfillment
- Performance measures
- Subcontractor performance
- Contractors’ E&S plans and staffing vs lead by contractor
- Subcontractor performance

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Andrea Cullinan is the Thematic Lead for Gender and Gender-based violence in the IFC’s global Environment, Social and Governance Sustainability Advice and Solutions department. She brings expertise, and networks at the global and regional levels. Andrea has worked extensively across Africa and Asia-Pacific with postings including Sudan, South Sudan, Kenya, and Afghanistan. She brings real-life practical understanding of contextual challenges and support needed to influence policy and systems change. Andrea has over 15 years of experience in human rights, women’s rights and gender equality, and increased capacity across numerous projects. She has held national, regional and global roles, coordinating efforts to address GBV across multi-stakeholders such as civil society, business, faith-based organizations and government. And her experiences include gender mainstreaming in over 30 major projects in over 10 countries.

Mick Hall is a Lead Environmental Specialist, at the World Bank in Washington DC. Prior to that he was a lead consultant for Arup, a consultancy supporting IFC, EBRD, and other international clients. He worked with World Bank contracts staff to update and revise the Bank’s Standard Procurement Documents to increase the emphasis on project-specific environmental and social requirements during planning and contracting of the projects, and then to ensure proper supervision of E&S during implementation, not only technical and engineering.

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