

Initiative for Social Performance in Renewable Energy

INSPIRE'ing leadership development for a people-centered just transition

Solar Power Africa 2022

17 February 2022, CTICC, Cape Town

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Renewable Energy

LEARNING | KNOWLEDGE | PARTNERSHIPS | INNOVATION



actis

Lekela

bte
renewables



SAPVIA
South African Photovoltaic Industry Association

About Synergy



20+ years
experience



Completed over 300
projects



Worked in over 75
countries



Fluent in English, French,
Spanish and Portuguese

- Established in 1999, Synergy is a **specialist social performance consultancy** with offices in the UK, France and South Africa.
- We have a global footprint and a long history of successfully supporting our clients to manage social, economic, health, and environmental impacts, and deliver benefits through **effective and collaborative processes, thorough stakeholder engagement, organisational adaptation, and technical capacity-building**.
- We are passionate about what we do because **we understand the impact and potential a project can have within a community**, upon a nation's socio-economic fabric, and in the world.
- **Synergy is a leading choice for companies and organisations operating in complex and challenging environments**, because of our expertise in social issues, our global agility, and our proven track record.

Some of our clients:



Renewable Energy Project Examples



The below are a few relevant examples of recent RE projects by Synergy.

Lake Turkana Wind Power Evaluability study, 2016

FMO

Entrepreneurial
Development
Bank



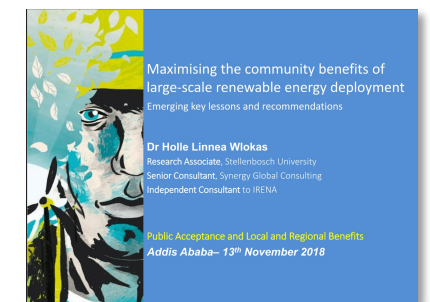
MAMSA Loeriesfontein Deployment, social performance related policies and activities, M & E, community investments, grievance mechanism, 2018



GSB Master class- Management of Social Benefits and Challenges within Renewable Energy, 2018



Danish government-led workshop on wind power procurement design for economic development benefit in Ethiopia, 2018



IFC Research on community benefit sharing in the RE sector globally, 2019



Local Benefit Sharing in Large-Scale Wind and Solar Projects

Discussion Paper
June 2019



AREI-RCREEE Technical Platform Training (Cairo), The training session focused on socio- economic value capture in the context of large-scale renewable energy deployment with a focus on skills development, 2020



MAMSA-Lekela Community Investment Strategy for six South African wind assets, 2019



USAID 'Deepening REIPPPP's Community Development Impact' Learning Event, 2020

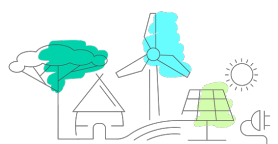


INSPIRE- Centre of excellence, 2021

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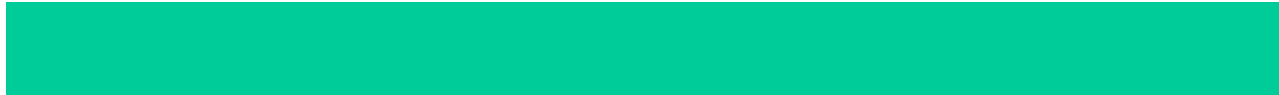
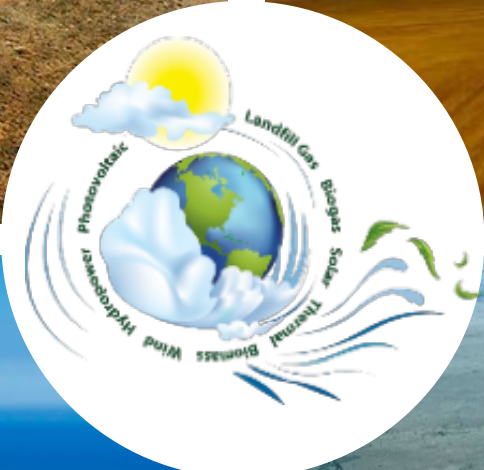


5 Insights about land in RE



Responsible project sighting requires deep engagement work in order to understand the local context, history and stories which is critical knowledge to co-create decisions about land use.

- 1 The positive reputation of RE tends to distract and delay projects from identifying their social impacts and required mitigation measures.
- 2 Not only negative impacts though are at risk to be mismanaged, also unintended consequences get overlooked, and opportunities to amplify benefits missed.
- 3 For example, small RE projects sighted in rural and remote locations can carry a particular risk to perpetuate dysfunctional dynamics in society. If project development and construction is carried out without public attention, marginalised communities can be left without support from NGOs, academia or media when engaging and negotiating with project developers about risks, impacts and benefits.
- 4 Proper due diligence of the land ownership and understanding stakeholder's economic, environmental and social attachments to the land is critical to identify underlying risks early and establish how land access can be negotiated and who needs to be in the conversation.
- 5 As we progress in the energy transition and look at repurposing mines and other sites, resettlement legacies and history of those lands needs to be well understood and considered in project development.



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Land in REIPPPP



About 5 834 MW of electricity generation capacity from 86 IPP projects connected to the grid (2022)

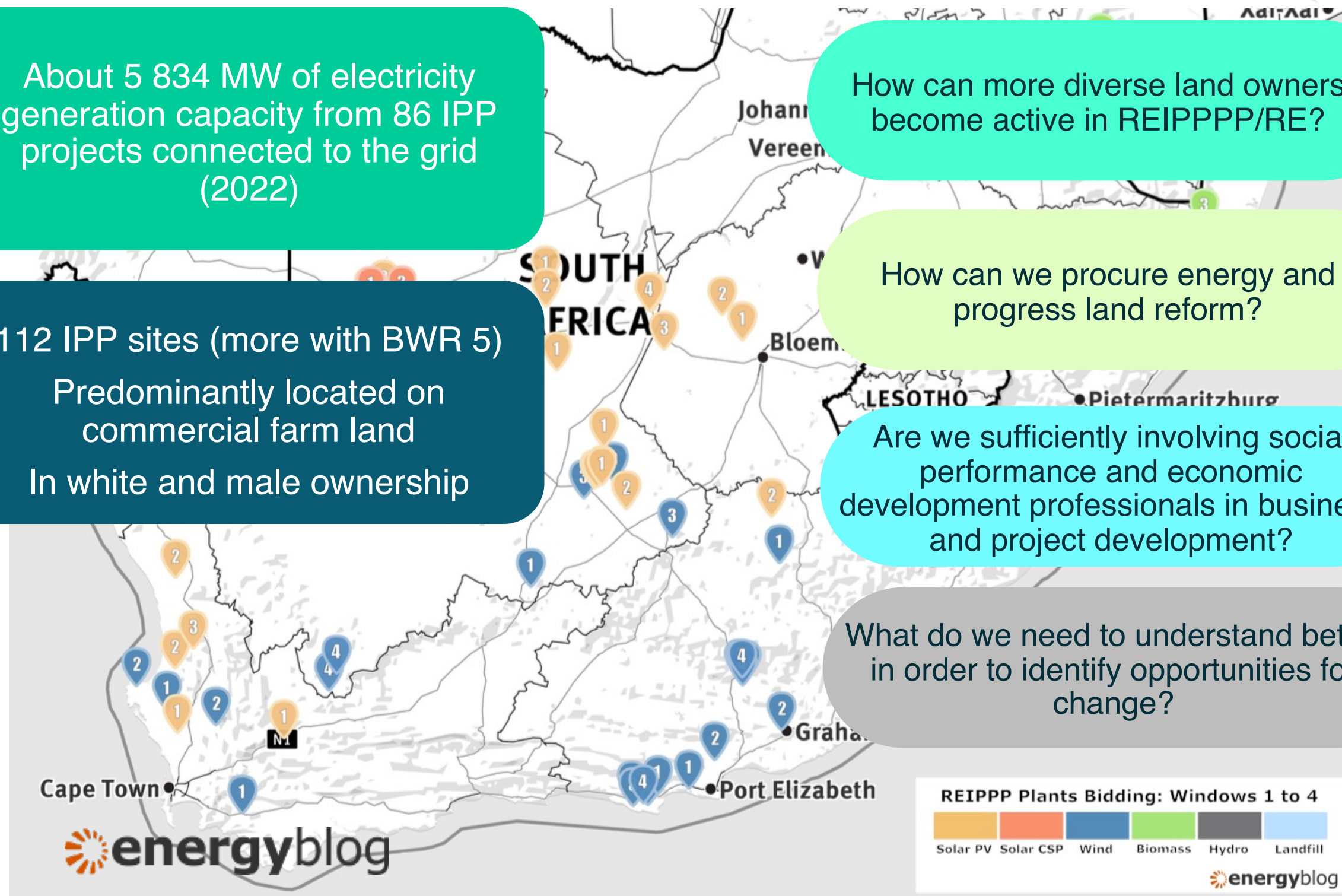
112 IPP sites (more with BWR 5)
Predominantly located on commercial farm land
In white and male ownership

How can more diverse land owners become active in REIPPPP/RE?

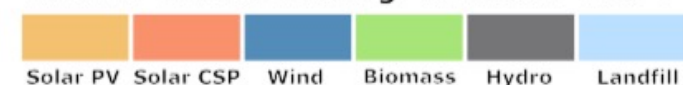
How can we procure energy and progress land reform?

Are we sufficiently involving social performance and economic development professionals in business and project development?

What do we need to understand better in order to identify opportunities for change?



REIPPPP Plants Bidding: Windows 1 to 4



energyblog



Six REIPPPP examples that stand out

Paleisheuvel solar, Droogfontein 1 solar



Matla A Bokone solar, Zeerust solar



Wesley–Ciskei Wind Power Station



Tsitsikama Community Wind Farm

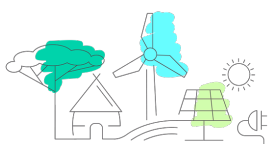


Opportunity to learn from these and other projects, as well as international experiences.

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International examples of land partnerships

Field work research about socio economic development benefits of large-scale wind and solar projects in Sub-Saharan Africa



(Luderitz, Namibia) Town council entered into land partnership agreements with solar and wind projects, in return for shareholding and annual income.



22 wind and solar IPP's studied in six countries (2017)

(Rwandagama, Rwanda) Solar energy company partners with an international NGO that owns land. The rental income significantly contributes to the operational costs of the NGO.



Community engagement and benefit



Skills development



(Namibia) The use of former mine land for renewable energy project development has the potential to provide an economic and effective use of space/land.



Job creation

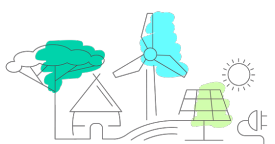


Gender equality

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INSPIRE- a home-grown response to a challenge the RE sector globally is facing

The Challenge

Maximising development impact

Rapidly growing RE industry in SA since 2011, with potential to create significant positive socio-economic development impacts.

Society's expectations for measurable progress on economic development and transformation also rapidly increasing.

The REIPPPP eco-system needs to leverage what has been learnt of past years to ensure future bidding round investments build upon lessons learnt.

The renewables sector's legitimacy will be measured partially on its ability to deepen socio-economic impact.

Current time provides unique opportunity to build leadership capacity in the sector - in terms of skills, knowledge and innovation - to maximise the developmental opportunities associated with the energy transition.



INSPIRE's international relevance and potential for impact

Possibility for SA's REIPPPP learnings to inform policy and practice internationally- through working in partnership with existing and new partners to strengthen RE markets across Global South

Across the continent and internationally, renewable energy generation capacity is rapidly increasing.

The industry is however facing challenging project stoppages, delays and conflict as it expands and social issues arise and substantiate linked to the wider social context in which they are located. The pressure to decarbonize due to climate change gives further impetus to transitioning energy systems away from coal and other fossil-fuels. This transition, as any system-change does, faces complex socio-economic questions.

Renewable energy auctions are gaining in popularity globally, with over 61 countries having implemented a total of over 800 auctions over the past decade (Bloomberg 2019).

Auctions are increasingly used to achieve objectives beyond revealing competitive prices for electricity. Growing attention is being paid to auction design and how, in combination with financial, industrial, labour and education policies, auctions can contribute to fulfilling broader socio-economic aims and support a just and inclusive energy transition (IRENA 2019).

In this policy context, energy company business models are being challenged to evolve.

Besides national objectives, there are also international performance expectations that need to be met, including those of investors (e.g. the IFC Performance Standards, UN Guiding Principles on Business and Human Rights, and the UN Sustainable Development Goals), as well as expectations of the general (international) public and those of project host communities (IFC 2019).



A focus on the crucial and complex position of social performance practitioners

Complex position of practitioners

TENTRANS academic research into experience of social performance practitioners in REIPPPP (2018-2020)

Who are the social performance practitioners in REIPPPP?

- Practitioners employed on scopes including Social Performance, Economic Development and Community Liaison Officers
- Diverse educational backgrounds, tertiary education
- Majority are black women
- Socio economic development is a key motivation for working in RE.

Common dilemmas practitioners face

How to pursue personal ideals for development impact in a corporate context?



How to make a difference from a marginalised position?



How to deliver results without practice frameworks?



INSPIRE Research Insights at a glance

Published October 2021

Insights at a glance

1. Low awareness of social performance in the renewable energy sector is leading to a narrow compliance mindset.
2. Company internal factors (e.g. marginal position of practitioners) limit the value social performance practitioners add to business and society.
3. Lack of career pathing stifles practitioner professional development and professional impact.
4. Practitioner commitment and strength in numbers means the South African industry can be optimistic about creating impact.
5. Addressing social performance skills and knowledge gaps is critical to foster professional development of practitioners.
6. Social performance training is also needed to support non-social performance specialists, including technical staff and communities.
7. Accredited in-person trainings are important elements for impactful training offerings, but the necessary institutional training ecosystem doesn't exist yet.

Key message

Deliberate capacity development efforts are required to progress the renewable energy sector's social performance maturity and unlock its full potential to contribute to economic development and transformation.

INSPIRE Insights October 2021

INSPIRE Insights into the maturity journey of social performance in renewable energy in South Africa



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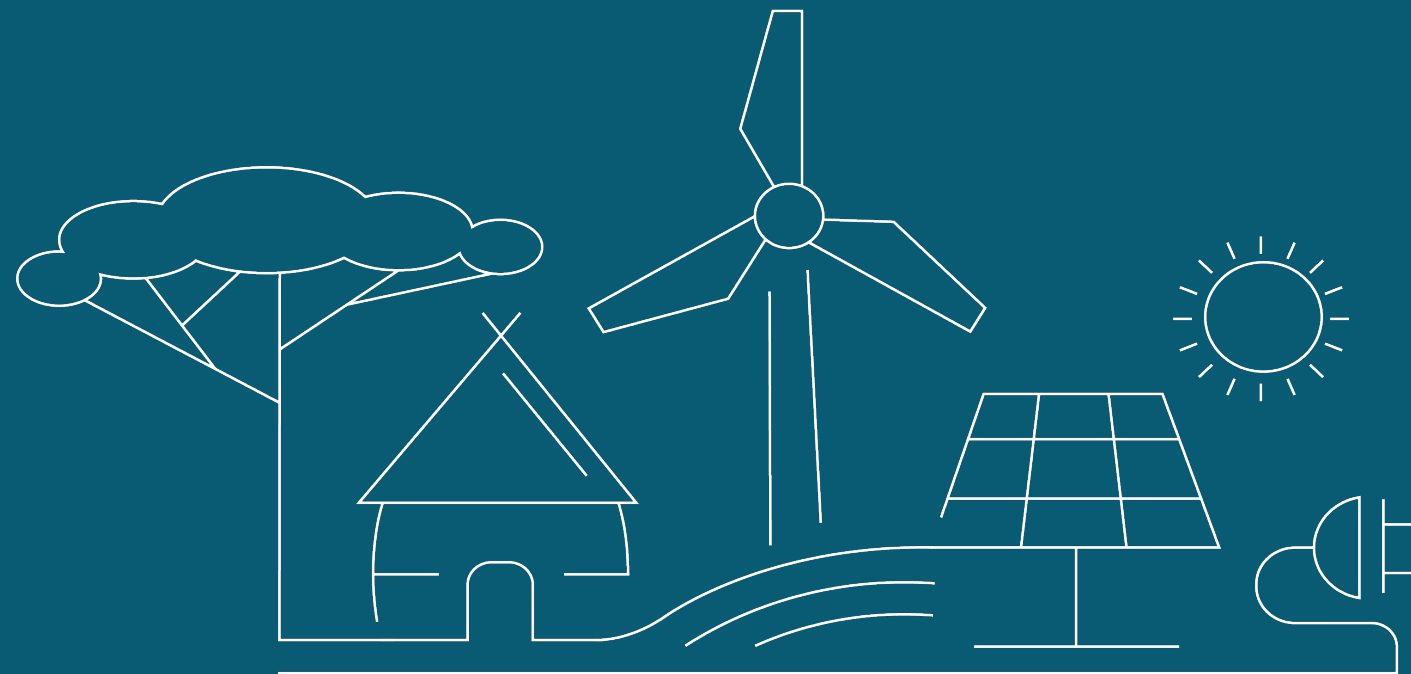
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INSPIRE's Strategy

INSPIRE will, through strengthening the relational and developmental capacity of stakeholders, and corporate social performance practitioners specifically, build leadership to help strengthen the REIPPPP ecosystem to deliver economic development and transformational impacts.

INSPIRE's programmes will drive leadership development through learning, knowledge, innovation and partnership activities.



INSPIRE - building leadership for a people-centered just transition

What do we mean by leadership?

We find leaders who drive socio-economic development, in all areas of the renewable energy system.

Experience shows that corporate practitioners are fundamental connection point between business and broader stakeholder eco-system.

Without capacitated practitioners, we won't achieve the envisaged developmental outcomes.



INSPIRE's approach

Learning

developing the capacity of industry professionals and stakeholders through training, communities of practice and leadership development, enabling a professionalised practice and empowering internal change

Knowledge

conducting action-oriented research to support improved practices and policy

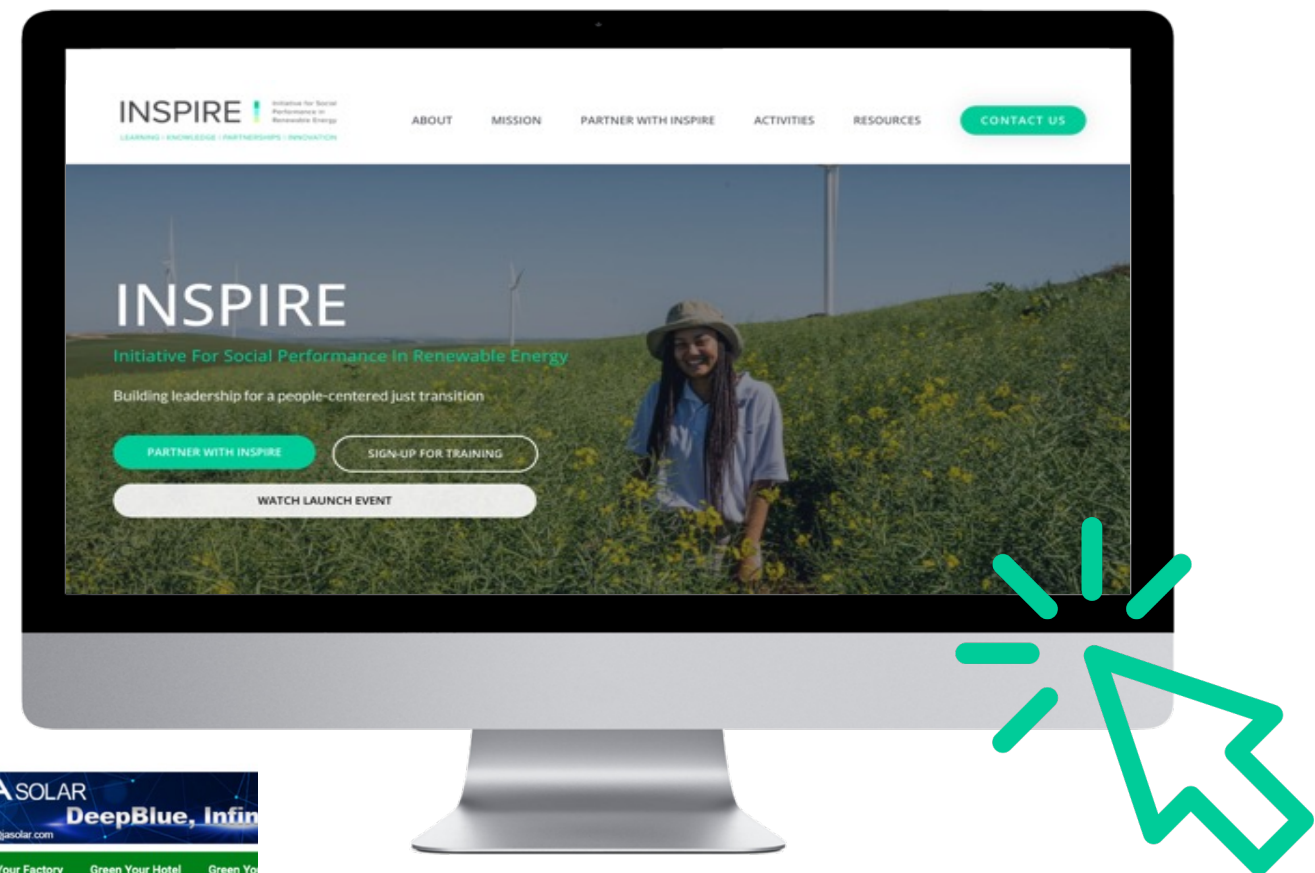
Partnerships

driving transformation and collaboration through engagement and networking with key stakeholders

Innovation

Prototyping and incubating transformation-focused processes and investments

INSPIRE officially
launched on
30th June 2021
www.inspire-excellence.net



Home / Sector News / Electricity / Renewable Energy
New learning hub aims to equip social practitioners to raise impact of IPP upliftment programmes



RENEWAFRICA
INTELLIGENCE ON AFRICA'S RENEWABLE ENERGY TRANSITION



INSPIRE to help SA's renewables sector advance SDGs & Just

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South Africa: INSPIRE Programme Launched for Just Energy Transition to Renewables

By GREEN BUILDING AFRICA - NET CARBON ZERO BUILDINGS AND CITIES



ESI AFRICA

Deciphering extended reliability testing

NEWS & COMMENTARY RESOURCES WEBINARS MAGAZINE ELITES

Home > Industry Sectors > Future Energy > Realigned focus signals SA's renewable energy sector coming of age

Realigned focus signals SA's renewable energy sector coming of age

By Nomvuyo Tena Jul 6, 2021



New hub launched to help renewable energy projects make a bigger difference
fin24 Lameez Omarjee



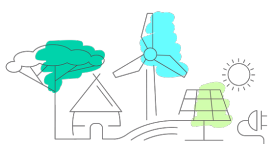
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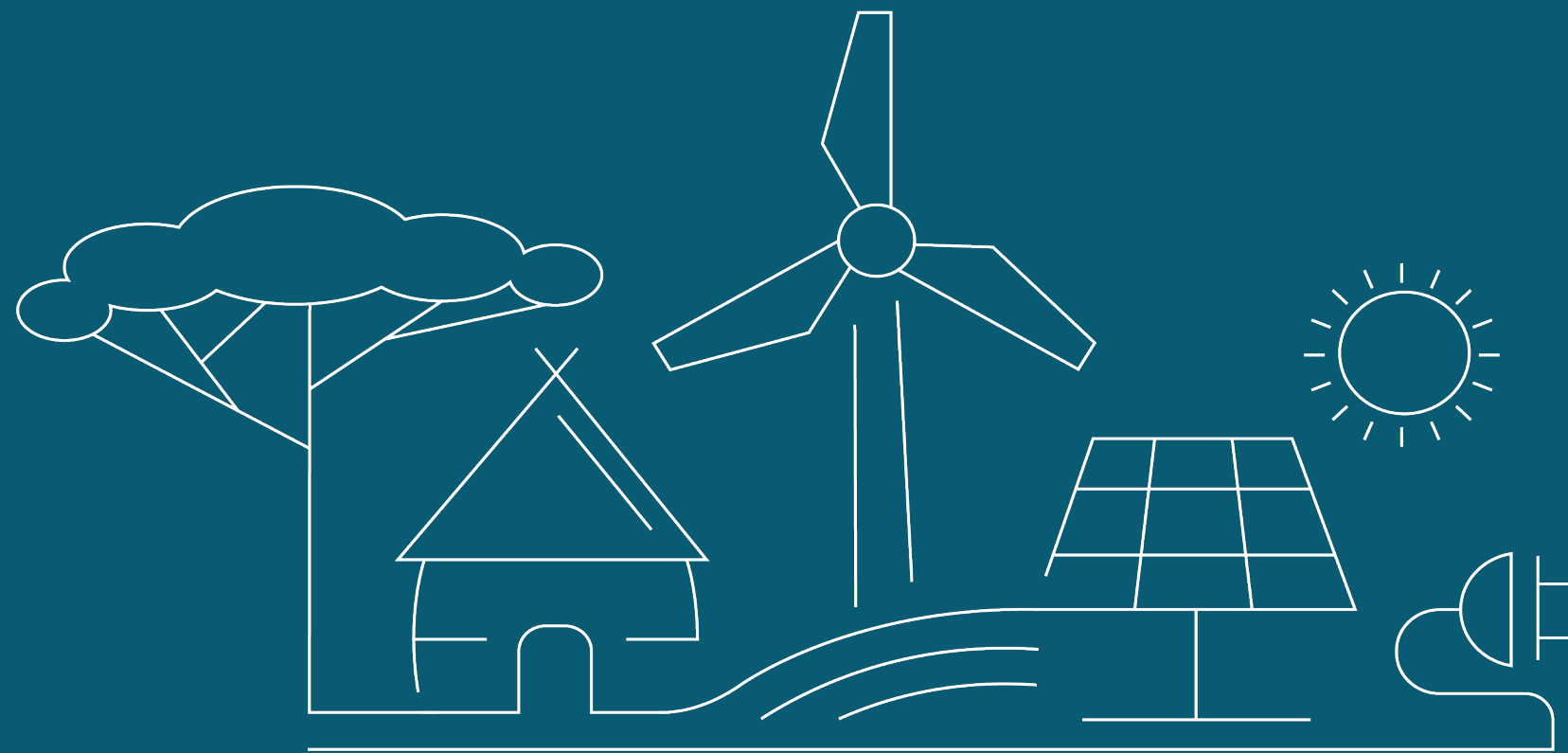


Longyuan Mulilo De Aar 2 (North). Photo Jay Caboz.

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Activation of the strategy



INSPIRE - Learning and Leadership work

First set of university accredited practitioner training courses under way.

Course #1

- Implemented in Aug 2021, with 15 participants
- Feedback excellent

Introduction to Social Performance in Renewable Energy

DATES : 17 - 18 August 2021
COST : R8500
FORMAT : Online



Course objectives

- To provide participants with an understanding of the nature and breadth of social performance.
- To position the function and value of social performance within the business.
- To equip participants with some of the basic tools for improved social performance management.

Course content

- Introducing social performance (definition, context, guiding principles)
- Managing social performance within an organisation (challenges, roles and management systems)
- Stakeholder engagement (definition, role, forms and key tools)
- Understanding your impacts and risks (defining, causes and key tools)
- Approaches for managing impacts and risks (good practice and tools for mitigation and management)
- Socio-economic benefit delivery (definition, good practice, Theory of Change and Asset Based Community Development)
- Monitoring and evaluation (including grievance mechanisms)

Planning and Managing Community Relations and Stakeholder Engagement for Renewable Energy projects

DATES : 09 - 10 November 2021
COST : R8500
FORMAT : TBC



Course objectives

- The course aims to equip participants with the knowledge, tools and practical skills required to better understand and manage stakeholder as well as community relations and expectations within the renewable energy sector.

Course content

- Introduction to stakeholder relations and engagement planning.
- Factors influencing stakeholder relations and engagement.
- Ethics, principles and values for building and maintaining productive stakeholder and community relationships.
- Approaches and techniques for stakeholder engagement.
- Understanding levels of community support.
- Stakeholder mapping and analysis.
- Stakeholder engagement planning and tools.
- Tools for analysing and managing conflict.

Course #2

- Implemented in Nov 2021, with 24 participants
- Feedback excellent

Planning and Managing Community Investments and Benefits for Renewable Energy Projects

DATES : 22 - 25 February 2022
COST : R17 500
FORMAT : TBC



Course objectives

- The course aims to equip participants with the tools to plan, implement, monitor and report on enterprise development and community investment interventions.

Course content

- Introduction of the spectrum of potential benefits for communities through renewable energy projects (procurement, revenue streams, infrastructure and services, social investments, etc).
- The key drivers shaping community benefits from the renewable energy.
- Interpreting and applying relevant regulatory frameworks (e.g. REIPPPP, BEE).
- The role of a Just Energy Transition (JET) in shaping community benefits and economic development expectations.
- Overview of community development traditions and practice frameworks.
- Development and governance of community benefits/ investments through partnerships, community agreements, etc.
- Planning, implementation and monitoring of community benefit/investment interventions.

Course #3

- Scheduled for Quarter 3 2022



USAID
FROM THE AMERICAN PEOPLE

INSPIRE  **ONLINE
DIALOGUES**
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The USAID INSPIRE Online Dialogues project is a 12 months project, implemented by Synergy and partners under the umbrella of INSPIRE.

The project aims to connect the REIPPPP ED eco-system online, provide a digital platform for stakeholders including government, companies and communities to exchange experiences and innovate on practice, as well as curate knowledge on a publicly accessible resource platform.

PROJECT COMPONENT 1: Online Dialogues

Planned Online Dialogues

- 1) 2022 ED Plan Development
- 2) Case clinic coaching circles for Practitioners
- 3) Emotional Resilience for Social Performance practitioners
- 4) Academic research network
- 5) Roundtables on M&E
- 6) Roundtables on Community trusts
- 7) Community Radio shows

PROJECT COMPONENT 2: Online Resource Platform

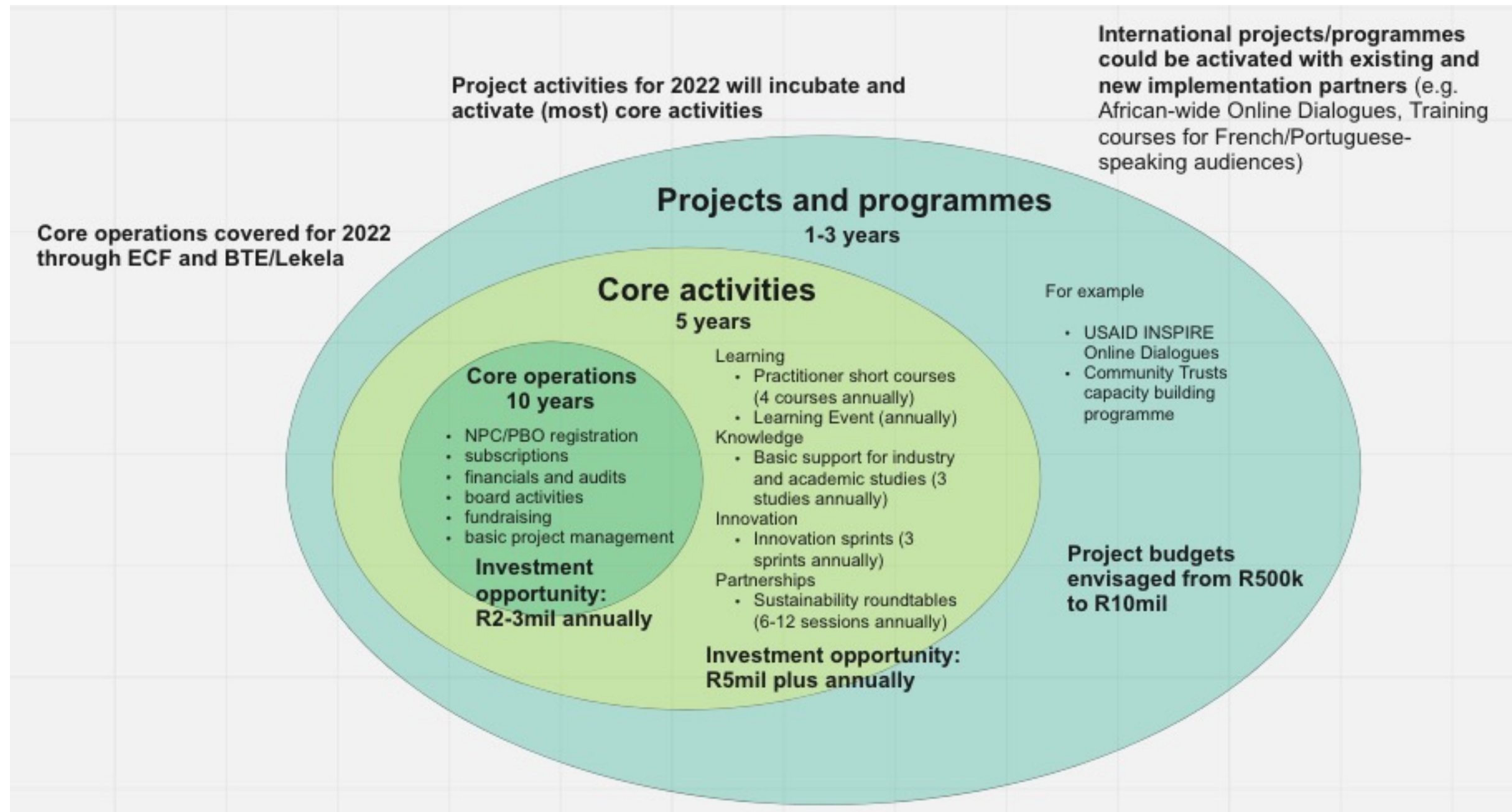
Resources to be curated in library

- Research reports
- Academic papers and theses
- Practice guidance and toolkits
- Workshop reports and presentations
- Podcasts
- Infographics
- Webinars and videos
- Industry impact reports
- Community needs/asset studies
- Templates & Procedures



Impact investment opportunities

We are seeking investment to secure core operations beyond 2022. The core activities are currently activated through project funding, but require long-term funding for systemic impact.



Join INSPIRE's growing network of active partners and funders

The team

INSPIRE is conceptualised and established by Synergy and founding partners Actis, Lekela and BTE.

It is implemented in partnership with SAWEA and SAPVIA and in conversation with the IPP Office and other institutional stakeholders.

INSPIRE is a collaborative initiative, bringing together organisations interested in driving system-wide change. We are inviting further partners to join the initiative to strengthen and deepen its impact.



Active funders and implementation partners

