



IUCN-Holcim Agreement

Management Response to external review (completed by S. Turner, 16 November 2010)

Recommendation R.1.

At global, regional and country levels, the partners should make a more systematic and coordinated effort in the next phase to develop, apply and learn from strategies to build sustainable livelihoods through the conservation and sustainable use of biodiversity. This effort should comprise further analytical work, training events, joint community level programmes and dissemination of lessons learned.

Response	Disagree. After assessing the results achieved during the first phase in relation to the promotion of sustainable livelihoods through sustainable use of biodiversity, IUCN and Holcim agreed to not include specific related activities in the second phase engagement. It should be noted in fact that key factors that contributed to only partial achievement of this goal was the lack of dedicated funds for this workstream which assumed the successful fundraising at local level and unclear definition of roles between IUCN and Holcim.
Intended Result	N/Ap
Activities	No activities planned. However, support will be provided on an as needed basis, especially in the implementation of the Biodiversity Based Micro-Enterprise Development (B2MD) guidelines that were developed in first phase engagement.
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	N/Ap
Status and timeframe	Throughout the second agreement.

Recommendation R.2.

As part of this better co-ordinated effort, Holcim and IUCN should structure and deliver joint inputs to international efforts to enhance understanding and action on the economics of biodiversity, building on the work of the initiative on The Economics of Ecosystems and Biodiversity (TEEB). The aim should be to achieve and showcase positive experience in building biodiversity conservation into profitable business practice and sustainable small-scale employment generation.

Response	Partially agree. As the focus of the second phase agreement will be field implementation of the Biodiversity Management System devised by the Independent Expert Panel, many experiences will emerge, which may also include an economic dimension; however, it was agreed not to include contribution to a TEEB initiative as a separate stream.
Intended Result	A stronger business case within the company and the sector for the integration of biodiversity in operations. Demonstration that biodiversity and ecosystems services can be enhanced through proper site management.
Activities	No activities planned. However, support will be provided on an as needed basis especially for the collection and elaboration of data that could form stand-alone case studies.
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	N/Ap
Status and timeframe	Throughout the second agreement.

Recommendation R.3.

The next phase of the partnership should provide for secondments in both directions between IUCN and Holcim. Job descriptions for these secondments should be defined and managed to ensure that those transferred work mainly within the structure and programmes of the host organisation, beginning with a full orientation process and continuing with direct contributions to host organisation objectives within the framework of the partnership. Those seconded should report at least annually to the Steering Committee on lessons and recommendations about the partnership's achievements and constraints.

Response	Partially agree. Secondments can be very beneficial for both parties (receiving and source) as they provide a real opportunity for staff to learn from the insight a different culture and be able in the future to better communicate and deliver on joint activities.
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	However, the second phase of the agreement focuses on BMS implementation, which will also transfer learnings at the local level. For the moment, the second agreement does not include a provision of secondments.
Intended Result	Greater understanding of each other's organizations. Leverage on the expertise provided by one organization to support the other.
Activities	Continue discussions about possible opportunities and timing for a secondment.
Responsibility	Steering Committee members to discuss during a Steering Committee meeting.
Indicators	The topic is integrated in Steering Committee meeting agenda.
Status and timeframe	Year 2 of the Phase II agreement.

Recommendation R.4.

In the next phase of the partnership, much greater emphasis should be placed on the third of the current strategic objectives. The next phase should develop and implement a joint strategy by IUCN and Holcim for engaging with the Cement Sustainability Initiative and the broader building materials sector. Country-level partnerships should include elements for the sharing of experience and the promotion of higher environmental standards across the national building materials sector.

Response	Agree. The first phase of the agreement resulted in understanding the biodiversity issues for a company like Holcim, and developing a comprehensive biodiversity management system. The second phase includes engagement with the wider sector using the knowledge and experience gained both in the first engagement and in the implementation activities in phase II.
Intended Result	Holcim and IUCN will share and promote the standards developed by the IUCN – Holcim Independent Expert panel and the related impact indicators and monitoring within the building materials sectors (e.g., through the related initiatives with the WBCSD CSI)
Activities	Specific activities included in the next agreement include: <ul style="list-style-type: none"> • Participate in biodiversity task forces organized by different industry bodies (CSI, CEMBUREAU etc). • Integrate biodiversity in building materials sector events. • Organize an international event which bring together key leaders in the building materials sector, conservation community and (if relevant policy makers). • Promote Impact indicators and monitoring system sector-wide.
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	Specific activities included in the next agreement include: <ul style="list-style-type: none"> • Number of IUCN-Holcim products referenced in buildings materials and extractive industry documentation and events. • Alignment of the various initiatives and proposed action plans in the different industry groups. • Biodiversity impact indicators become a reference for the non energy extractive industry (NEEI).
Status and timeframe	Throughout the second agreement.

Recommendation R.5.

A three person Independent Expert Panel, working under the present Chair, should be retained in the second phase of the partnership to continue advisory support to Holcim's development of detailed BMS systems and procedures; to support the development of the necessary training materials; to monitor, advise and consolidate lessons from the application of the BMS by operating companies; to support the integration of the BMS with the company's other environmental policies and systems; and to support the partners' engagement with the cement sector at global and national levels.

Response	Partially Agree. The Independent Expert Panel has been an extremely positive experience for both parties. The quality of its members and its leadership contributed to making it a success. The Panel has provided sound recommendations that can be implemented within Holcim. In addition, its "independent" quality also contributed to its credibility. Such a model is valuable to provide independent, science based advice and expertise. In Phase II, a group of independent experts will be appointed to develop biodiversity impact indicators and monitoring system and a Biodiversity Advisory Panel will be formed to provide advice to Holcim on high level biodiversity issues. However, activities such as training/capacity building, onsite implementation, advocacy and engagement
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	can be supported by IUCN and does not require “independent” expert advice.
Intended Result	Expert advice provided in a timely manner to allow Holcim to respond appropriately to issues as they arise.
Activities	Terms of Reference to be developed for the group of experts working on indicators and for the Biodiversity Advisory Panel. The composition of the new panel will be according to the agreed Terms of Reference to ensure that the expertise matches the required activities.
Responsibility	IUCN and Holcim Relationship Managers to prepare Terms of References with the appointed panel chair. Steering Committee to approve Terms of References.
Indicators	Terms of References for the new experts groups are designed. Panel in place according to the Terms of References.
Status and timeframe	Throughout the second agreement.

Recommendation R.6.

Planning for the second phase of the partnership should specify sets of quantitative and qualitative indicators against which the performance of that phase will be monitored and reported. It should also assign responsibility for monitoring these indicators and reporting against them to the Steering Committee twice a year. As part of its oversight responsibility, the Steering Committee should ensure that this systematic monitoring and reporting take place.

Response	Agree. In the first phase, indicators were developed to monitor the quality of the partnership but were not tracked regularly. The second phase agreement will be much more complex and include many more activities occurring simultaneously. Therefore a system of indicators will be essential to track the activities and the relationship.
Intended Result	A well managed agreement and effective delivery of all expected results.
Activities	Indicators and measurements for all the activities under the 4 workstreams (BMS Implementation, Policy, Sector Engagement and Water) have been developed. Partnership indicators to be developed by the Relationship Managers
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	Phase II activities indicators developed. “Partnership” indicators developed. Monitoring reports regularly submitted to the Steering Committee.
Status and timeframe	First quarter of the new agreement (for the partnership indicators). At least twice a year the Relationship Manager report to the SC.

Recommendation R.7/a

For the next phase of the partnership, IUCN should develop a clear operational model and accompanying guidelines to explain how it will collaborate with Holcim. The guidelines should explain:

- the role of a revised Independent Expert Panel (see recommendation 5);

Response	Agree. A specific ToR for the new “Panel” will be developed before the members are appointed.
Intended Result	A fit for purpose Panel the composition of which will closely reflect its expected outcomes.
Activities	Terms of Reference developed (see R.5)
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	Terms of Reference for the new “Panels” are developed.
Status and timeframe	First quarter of the new agreement.

Recommendation R.7/b

For the next phase of the partnership, IUCN should develop a clear operational model and accompanying guidelines to explain how it will collaborate with Holcim. The guidelines should explain:

- the role of the Secretariat in convening, brokering and facilitating other technical support to and operational collaboration with Holcim at global, regional, national and site levels from IUCN Commissions, IUCN Members, the Secretariat itself and other sources – and the conditions in which each mode of engagement may be appropriate and valuable;

Response	Agree. During the first phase engagement, the role of IUCN in the development of country-based agreements was not very clear (in particular the role of the IUCN HQ staff) and this led to some misunderstandings and the expertise available within IUCN was not fully utilized.
Intended Result	Increased effectiveness and clearer understanding of the roles of IUCN regional, country offices and members. Increased participation of the IUCN secretariat in delivering the objectives of the agreement.
Activities	Develop action plans for the four workstreams of the second phase agreement indicate clearly the role IUCN Secretariat (HQ and regional) will play.
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	Detailed action plans are available.
Status and timeframe	First quarter of the new agreement.

Recommendation R.7/c

For the next phase of the partnership, IUCN should develop a clear operational model and accompanying guidelines to explain how it will collaborate with Holcim. The guidelines should explain:

- the implications and benefits for a Holcim operating company of engaging with IUCN in one or more of these ways (see section 4.6).

Response	Agree. During the first phase engagement, country-based agreements were driven by Holcim's country based needs which not necessarily were aligned with IUCN Programmatic priorities. In the second phase engagements, country based agreements will focus as a priority on the implementation of the Biodiversity Management System, which is now a priority for both organizations.
Intended Result	Increased alignment between the country-based agreements and IUCN programmatic priorities.
Activities	Provide a detailed presentation to IUCN country offices of the Biodiversity Management Systems and the opportunities for IUCN country and regional offices for supporting Holcim in its implementation. Also provide continuous support and backstopping to IUCN offices that sign an agreement with Holcim country operation.
Responsibility	IUCN and Holcim Relationship Manager
Indicators	Country based engagements, focusing on BMS implementation, are established between Holcim country operations and IUCN Regional and Country offices. Regular reports are prepared for the Steering Committee focusing on the progress made in establishing country based engagements.
Status and timeframe	Throughout the second agreement. At least twice a year the Relationship Manager report to the Steering Committee.

Recommendation R.8.

In the next phase of the partnership there should be more systematic use of work plans and schedules to specify outputs and track their delivery.

Response	Agree. The second agreement includes defined outputs and associated timeframes. This will help IUCN, Holcim and the newly appointed experts develop detailed annual workplans.
Intended Result	Timely delivery of the proposed activities and avoidance of misunderstanding with regards to timing and outputs.
Activities	Relationship Managers to work with appointed experts and key IUCN and Holcim staff to develop the workstreams' workplans. Relationship Managers to regularly review the workplans to ensure activities are on

	track.
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	Workplans are available.
Status and timeframe	First quarter of the new agreement.

Recommendation R.9.

Within the framework of the operational model and guidelines proposed in recommendation 7, the second phase of the partnership should make explicit provision for the roll out of the BMS, and other mutually beneficial activities, in collaboration between IUCN and Holcim at regional and country levels. Special attention should be given to a co-ordinated effort in three countries of South and/or East Asia, where the IUCN regional and national offices should work to build understanding and commitment with regard to the purpose, mode and outputs of such collaboration.

Response	<p>Agree. The partners very much felt the need to focus on implementation and therefore specifically worded the objective of the second phase agreement accordingly ("The overall objective of this Agreement (this "Agreement") is to further develop a relationship that will enable the effective implementation of the Biodiversity Management System ("BMS") and demonstrate better biodiversity conservation and business outcomes to the Holcim Group and extend the approach to the wider building material sector.")</p> <p>The partners will focus on building the capacity of Holcim's country operations to be able effective implementation and working with local partners. The 4 workstreams include:</p> <ul style="list-style-type: none"> • BMS Implementation (including development of biodiversity performance indicators) • Sector Wide Engagement to influence the development of sector-wide standards for biodiversity conservation • Policy Development to proactively influence policy framework and maintain license to operate • Strengthening the approach to Water Management for Holcim Group
Intended Result	A tested and ground-truthed model for the integration of biodiversity in the cement sector's operations. Robust implementation of a biodiversity management system across a global company.
Activities	Include in the phase II agreement activities focused on the implementation of the BMS.
Responsibility	IUCN and Holcim Relationship Managers (for the coordination).
Indicators	<ul style="list-style-type: none"> - Number of agreements integrating BMS implementation - Number of Holcim's processes (feasibility, EIA, BAP) reviewed - Number of people trained
Status and timeframe	Throughout the second agreement.

Recommendation R.10.

The partnership should become more symmetrical. IUCN should not simply be brokering technical support to achieve change in Holcim. The partners should be working together to achieve change across the sector. Holcim should be helping IUCN to develop and deliver generic lessons about how to achieve conservation-focused change across a global business. Revision of the partnership's first strategic objective should reflect these recommendations.

Response	<p>Agree. In the first agreement the role of the IUCN was very much limited to a brokering and facilitating role. This fit very well with the agreed delivery mechanism (the Independent Expert Panel), however it did not fully utilize the expertise available within IUCN.</p> <p>The second agreement has been designed to include a much stronger direct contribution of IUCN (from HQ and regional and country offices). This will allow IUCN field officers who have direct experience with biodiversity in particular places to participate in this collaboration, for all four workstreams.</p>
Intended Result	<p>Higher participation of IUCN staff in the implementation of the second phase agreement. Strengthen relationship at the local level between IUCN and Holcim.</p> <p>Increased learning within IUCN of facilitating biodiversity conservation in the private sector.</p>

Activities	Activities for the four workstreams are defined for IUCN. Terms of Reference for engagement of IUCN regional and country offices in the BMS implementation activities are developed.
Responsibility	IUCN and Holcim Relationship Managers (for the coordination).
Indicators	Number of IUCN staff directly involved in delivering the phase II agreement.
Status and timeframe	Throughout the second agreement.

Recommendation R.11.

The IUCN-Holcim partnership should be renewed for a second phase. Three years should be considered a minimum duration for this phase. Five years would be a more appropriate to develop and exploit the full potential value of further collaboration.

Response	Agree. Both Holcim and IUCN felt that the 4 years have been very satisfactory and instrumental to implement their own business and conservation plans respectively. The second 3-year agreement builds on and strengthens achievements from the first partnership, and is mutually beneficial for both organizations.
Intended Result	This relationship will aim at delivering the following results: <ol style="list-style-type: none"> 1. Effective implementation of the Biodiversity Management System within Holcim. 2. Policies and legal instruments in selected countries have been influenced to enable the building material sector to deliver better biodiversity conservation outcomes. 3. Influence the development of sector-wide standards for biodiversity conservation. 4. Strengthening the approach to Water Management for Holcim Group. <p>The overall objective is to further develop a relationship that will enable the effective implementation of the Biodiversity Management System and demonstrate better biodiversity conservation and business outcomes to the Holcim Group and extend the approach to the wider building material sector.</p>
Activities	Through a consultative process, a new agreement was developed around the four work streams
Responsibility	IUCN and Holcim Relationship Managers (for the coordination).
Indicators	Phase II agreement is signed.
Status and timeframe	Completed

Recommendation R.12.

The leading, but not sole, content of the second phase should be a joint effort to put the Biodiversity Management System into operation at selected Holcim sites around the world. Work should also be done to develop the linkages between the BMS and broader management of impact on ecosystems, and to ensure that the BMS is used, as applicable, at all types of Holcim site.

Response	Partially agree. Implementation of the BMS recommendations features prominently in the second phase agreement (see recommendation 11). It was felt that the partnership should focus on aspects that would strengthen Holcim's capacity to effectively implement the BMS, including the broader view of promotion of effective policies and legal instruments and the alignment of the entire cement sector. Holcim will prioritize BMS implementation first at its extraction sites. This will help ensure resources are used effectively and test the BMS tools before further roll-out.
Intended Result	A balanced set of workstreams that will strengthen each other and enable the delivery of the agreement overall objective.
Activities	See activities under Recommendation 11.
Responsibility	IUCN and Holcim Relationship Managers (for the coordination).
Indicators	BMS implementation plan developed BMS elements included in local engagement activities BMS elements included in Holcim training events
Status and timeframe	Throughout second agreement

Recommendation R.13/a

The partners should revise and clarify their second current strategic objective. Recommended content includes: transfer of Holcim experience in the field of alternative fuels to the relevant thematic programme in IUCN;

Response	Disagree. While this initially seemed to be an area of mutual interest, a key learning from the first phase was the different interpretation of "biofuel". IUCN work is mostly focused on virgin biomass, while Holcim's interest is mainly on agricultural waste and by-products. Therefore, this was not included as an area of focus in the second agreement. However, IUCN will facilitate the contact between Holcim country offices in need of advice and IUCN members with the relevant expertise as needed.
Intended Result	N/Ap
Activities	IUCN to facilitate the contacts between Holcim and IUCN members on an as-needed basis.
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	N/Ap
Status and timeframe	Throughout the second agreement.

Recommendation R.13/b

The partners should revise and clarify their second current strategic objective. Recommended content includes: continuing active Holcim engagement in IUCN's work on the economics of biodiversity;

Response	Disagree. Despite this item has been very successful during the first phase, the IUCN and Holcim teams did not prioritize it for the second agreement, given also the limited resources available.
Intended Result	N/Ap
Activities	No activities planned. However, support will be provided on an as needed basis.
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	N/Ap
Status and timeframe	Throughout the second agreement.

Recommendation R.13/c

The partners should revise and clarify their second current strategic objective. Recommended content includes: substantive collaboration on the application of biodiversity-based microenterprise development.

Response	Disagree. IUCN and Holcim did not prioritize this for the second agreement, given also the limited resources available. See Recommendation 1
Intended Result	N/Ap
Activities	No activities planned. However, support will be provided on an as needed basis.
Responsibility	IUCN and Holcim Relationship Managers.
Indicators	N/Ap
Status and timeframe	Throughout the second agreement.