

# IUCN-Shell Biofuels Strategic Review & Planning Workshop: 18-19 Oct 2011

## Synthesis Report

The goal of the Shell-IUCN workshop was to review the results of the existing Shell-IUCN biofuels partnership, share a joint vision for the future Shell-IUCN work and clearly identify the priority themes/topics/actions for the development of a work plan for 2012 - 2013. The spirit of the workshop was one of frank and transparent discussion, and included perspectives and engagement by external participants from the sustainable biofuels community.

The workshop exceeded expectations in that participants engaged in a series of conversations to examine the nature and quality of the Shell-IUCN biofuels partnership. This allowed the co-creation of a stronger working culture, shared values and joint vision for the 2012- 2013 work plan that will better leverage the respective strengths and interests of the two organizations.

Following the workshop, Shell and IUCN met to detail the work plan for 2012-2013 based on the key themes and suggested activities that were prioritized at the workshop. The table below identifies the general topics and associated activities under these priority themes that were selected by Shell and IUCN, based on staff capacity and current resources.

### The Emerging 2012-2013 Shell-IUCN work plan

Topic	Activities	Year
<b>Theme 1: Uptake and implementation of robust sustainability standards and safeguards</b>		
Measuring and improving biofuels sustainability in Shell's value chain and beyond.	<ul style="list-style-type: none"> <li>Reporting on outcomes of the biodiversity clause in Shell's biofuels purchasing agreement</li> <li>Reporting on the sustainability outcomes of Bonsucro certification for Raizen (Shell's Joint Venture with Cosan)</li> <li>Engaging in benchmarking processes for practical and robust sustainability standards</li> <li>Continued independent engagement in the Roundtable on Sustainable Biofuels and other standard-setting processes</li> </ul>	2012
	<ul style="list-style-type: none"> <li>Improving the understanding of ecological sustainability issues (e.g. soil, water, forests) pertaining to the use of crop and forestry residues in Shell's solstice project with Iogen</li> </ul>	2013
<b>Theme 2: Energy and environmental policies that encourage better biofuels and resource use</b>		
Influencing public policy (jointly, independently or through coalitions) to enable better biofuels and improved land use	<ul style="list-style-type: none"> <li>Continued engagement with EU Member States and the European Commission on ILUC policy, through the consortium</li> <li>Broaden the support base for practical ILUC solutions amongst NGOs, academia and industry</li> <li>Continued engagement with the European Commission on defining certain aspects of the Renewable Energy Directive</li> <li>Advocate for appropriate sustainability criteria for new biofuels mandates (e.g. Australia, South Africa)</li> </ul>	2012
	<ul style="list-style-type: none"> <li>Broaden the ILUC debate to include other relevant sectors such as agriculture &amp; forestry, by convening multi-stakeholder dialogues</li> <li>Create linkages with food-energy-water nexus work in the broader partnership and international policy forums (Rio+20)</li> </ul>	2013

## Workshop Discussion Highlights

The results of this process were developed over two days. The first day brought in perspectives from a selection of external experts. The day's focus was on taking stock of Shell and IUCN biofuels/bioenergy strategies, the learning and results of their partnership, and situating these against the evolving biofuels landscape. The second day was a working session reserved for Shell and IUCN participants. The group refined their vision and connected it to emerging themes/topics that should feature in the Shell-IUCN biofuels work plan. What follows is a snapshot of key issues identified during the workshop. The starting point was an overview of outputs to date:

## Key Outputs of the IUCN-Shell Biofuels Partnership 2009-2011

Standards	Policy	Environmental Info	Others
09/2009 Workshop: Removing barriers to implementation of more sustainable biofuels	06/2010 US IUCN members meetings on US biofuels policy, with Shell	07/2009 Paper: 4 step site-selection process outlined in 'Towards responsible biofuels development' paper	2008: Biodiversity clauses in Shell biofuels purchasing
02/2010 Workshop: harmonization of sustainability standards	09/2010 Workshop: ILUC mitigation in the context of the EC public consultation		2010: Sustainability due diligence for Shell-Cosan JV (Raizen) in Brazil
RSB & ISO Standard Development: understanding our independent views	10/2010 EC ILUC Consultation: understanding our independent positions	<b>Land use planning</b> 2010: Joint meetings with DG Energy on RED criteria	2011: Input & review by IUCN water experts of Shell biofuels and water footprint paper
	02/2011 UNEP GMEF, Green Technology Tent: showcasing the biofuels partnership		2011: IUCN input to ILUC Study & Communications
			Smallholder concept

### 1. Emerging Work Plan

- **Beyond Biofuels- Water, Energy, Food, Land Use**

Internal and external participants underlined the risk of trying to discuss biofuels in isolation repeatedly in the workshop. To varying degrees, Shell and IUCN **agreed that biofuels could be re-framed in a broader theme of energy, food, water and land use.**

- **Robust Sustainability Standards**

External participants flagged the challenge of too many competing biofuels standards, making it difficult for producers to predict which products require certification and for what purpose, and potentially encouraging the production of less sustainable biofuels. Equally underlined was a relative hiatus in clear government policies surrounding sustainable biofuels. Collectively, there was agreement that a lowering of sustainability standards would result in a loss of credibility for biofuels producers and higher biodiversity and social risks.

- **Importance of Advocacy**

The importance of communication and advocacy were a recurring theme of the workshop, and reinforced by external participants. Clear positions, robust and continued engagement and evidence-based policy were flagged as being factors of success of the Shell-IUCN biofuels partnership. There were questions of which partner had the strongest role in policy, at which

levels, with which interlocutors. There was agreement that the organizations were stronger working together, understanding each organisation's independent positions while allowing space for approaching governments together, through consortiums, or independently as appropriate.

- **Measuring Results**

Shell and IUCN are facing increasing demands to show measurable results of the partnership. Experience illustrates the power of evidence-based policy and advocacy to bring about change. Strong policy initiatives need to be linked to 'results on the ground' - a challenge faced equally by the Shell-IUCN biofuels partnership, as well as by others in the biofuel community.

## 2. Perspectives from External Participants and of the Shell-IUCN Partnership

- **Lessons from other biofuels sustainability actors**

External participants were clear about the added value of the workshop, in their sharing of experiences that resonated with the challenges faced by Shell and IUCN. These included: the challenges of developing effective and enduring partnerships; the potential of reputational risk in NGO-corporate partnerships; the inefficiency of competing biofuels certification standards; and, the challenge of influencing 'good' sustainable energy policies. There was a call to find a balanced view between governments, civil society and companies in the biofuels community and to collectively prioritize key sustainability issues to tackle.

- **Leveraging Shell-IUCN Synergies**

Both organizations have very different operating models and mandates, but both have interests in promoting sustainable resource use - this complementarity must be nurtured and reinforced. Shell and IUCN work within very different communities, and have different entry points with policy-makers. There was a clear recognition that working together ensured access to policy makers that would not have occurred if Shell or IUCN were working alone on biofuels. There was a clear focus on **influencing our communities**: improving the internal buy-in to the partnership at both Shell and IUCN; leveraging internal and external networks and stakeholders; demonstrating and communicating our successes and sharing partnership-learning with others.

## 3. Lessons Learned and Moving Forward

- **Learning from the Shell-IUCN Partnership**

Conversations were heavily populated with lessons and recommendations on clarifying the partnership itself. In terms of the **mechanics** of the partnership and its activity oversight, there were calls for: quarterly face to face meetings with wider participation from Shell and IUCN; design a new resourcing model for the partnership that enables stronger and broader IUCN participation to the biofuels partnership; more structured information sharing on a regular basis, providing the organizations a broader snapshot of relevant strategies, new initiatives, policy positions, and publications. Ideas around **quality assurance** included: more effective decision-making; value-driven metrics and 'SMART' goals; select and focus on topics; delivery through others but centrally managed; joint approaches or 1 lead as appropriate; structured review process; and innovative thinking.

- **Next Steps**

1. Development of a **rigorous project plan** to improve the tracking and measurement of partnership achievements and to include implementation of the 2012- 2013 work plan.
2. **Ongoing engagement** with interested workshop participants to establish synergies between our work areas where relevant.

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