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-scale employment generation.

Recommendation R.2.

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.

	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 agendaQ.6 Tm [(T)771 Tf 0.6 Tm

	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 approval of the Biodiversity Panel.

Approved by the Biodiversity Panel on 12/11/2016. Tm12(ai)3(u.0q 14u 0.96 46.08 re f* EMC /P <</MCID 29 >

	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.

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.

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.

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 t