

# Evaluation Management Response Template

**Purpose:** To guide the formal, mandatory management response to an evaluation in the IUCN standard format.

**Sign off:** Approving authority according to DoA with consultation by PM&E for HQ programmes and RPC for regional programmes.

**PGS instructions:** PGS Module 5, section 5.5.6.

Project identification data			
<b>Project title:</b>	The Supply of Strategic Environmental Services for Conservation between: Shell Global Solutions International B.V. and the International Union for Conservation of Nature and Natural Resources ("IUCN")		
Date started:	January 1, 2014	<b>Registration n°:</b>	P0952
Date closed:	December 31, 2017		
<b>Project manager:</b>	<b>Programme/office:</b>		
Stephen Edwards	Business and Biodiversity Programme		

Management Response Summary Data	
<b>Name of evaluation or midterm review:</b> Evaluation of the IUCN – Shell collaborative partnership, 2014 -2017 <b>Date received:</b> 9 October 2017	<b>Unit/person responsible for managing/tracking follow-up:</b> Stephen Edwards; Senior Programme Manager, Business and Biodiversity Programme
<b>Date Management Response approved:</b> <b>Last updated:</b> 18 February 2019	<b>Units/individuals requested to take action:</b> IUCN Business and Biodiversity Programme (BBP) Shell Sensitive Areas Team (Shell)

Recommendation	Management response	Intended Result	Actions planned (including timeframe)	Completed Actions (progress update)	Responsibility
<i>List each recommendation from the report, one per row.</i>	<i>e.g. Agree, partially disagree or disagree (explain as needed)</i>	<i>What is the intended result of the action you plan to take?</i>	<i>Actions should be SMART</i>		<i>Responsible unit/person and any other notes</i>
1. For both focused projects and conceptual or strategic work:  • formulate the work and its objectives clearly; • set objectives modestly; • keep activities simple; • specify performance indicators	Agree;	Projects and collaboration activities will be clearly defined and tracked.	New Project Template has been produced for review at Steering Committee Meeting (March 2018)	Project Template has been designed (July 2018) and will now be "tested" for new and/or existing engagements	BBP; Shell
2. Intensify efforts to identify and launch new projects.	Agree, recognizing some constraints will come from lower oil prices and a lack of expansion / new operations.	New projects identified and documented with Project Template	This issue is on the agenda as a standing item for discussion in the Steering Committee	A draft 2018 – 2022 workplan was produced, which will serve as the foundation for discussions	BBP; Shell
3. Be proactive about stimulating top level interactions between Shell and IUCN management.	Agree	Top level leadership of both organizations aware and supportive of collaboration activities	Ongoing; Blog planned to be penned by Shell VP environment in late 2018	Ongoing  High level engagement occurred around the Oil and Gas Climate	

				Initiative in London in Nov 2017. This is a good example of type of interaction to encourage.	
4. IUCN should strive to engage its Regional and Country Offices more in the design and implementation of partnership activities.	Agree, when and where possible and relevant. This engagement will depend in large part on where there are new Shell operations	Field-based expertise and local context involved in field	Ongoing;	Ongoing: Interaction has occurred regarding ROWA involvement in work in Majnoon (now discontinued due to Shell divestment), and regarding ESARO and Mozambique under the SUSTAIN project	BBP, Shell, ESARO, ROWA
5. IUCN should seek to engage its Global Programmes, Commissions and State Members more fully in the design and implementation of partnership activities.	Agree, when and where possible and relevant	Greater technical knowledge brought to the collaboration; local participation and knowledge contributed	Engage with the IUCN Forest and Climate Change Programme as well as the IUCN Climate Coordinator; interaction on the NBS standard with the IUCN Ecosystem Management Programme	A draft concept note has been finalized regarding possible collaboration on Article 6 (Oct. 2018); engagement with the development of the NBS Standard is underway as part of a consultation process	BBP, Shell, FCCP, EMP
6. IUCN should align the next phase of the Shell partnership closely with its restructured Programme.	Agree; completed.	Greater alignment between thematic priorities of IUCN and Shell	Include link in new Project Template	IUCN Business and Biodiversity Programme "Business Lines" included in Amendment for Extension and 2018-2021 IUCN-Shell plan	Completed.
7. IUCN and Shell should seek and explore additional funding for partnership activities, or for work derived from the partnership	Agree, when and where possible and relevant. The spirit of the collaboration has often including engaging with additional stakeholders (e.g., Rio Tinto, IPIECA).	Greater sustained funding, diversification of risk; greater uptake	While part of Shell, funding from Shell Nigeria was combined with funding from Shell global to support the production of the NDP Stories of Influence.	Ongoing, will be done on an opportunistic basis	BBP; Shell
8. Revise 'value driver' 3: 'bring biodiversity to the attention of Shell's leadership'.	Agree; completed	Amplification of areas of collaboration	Revision completed	Revised value driver included in Amendment for Extension. COMPLETE	
9. Retain and develop NBS as a central theme in the next phase, building from conceptual discussions to practical pilots.	Agree;	Amplification of areas of collaboration	NBS is included in the 2018-2021 workplan	Several concept papers produced. Discussed in Feb working group meeting. COMPLETE	See recommendation 5
10. Without necessarily waiting for a new Shell project through which to pilot it, the partners should keep NPI in the 'project funnel' and explore other ways of elaborating and applying the concept.	Agree; when feasible and relevant.	Maintain growing body of knowledge and experience on the mitigation hierarchy	Included in 2018 – 2020 workplan, potential topic to be worked with IPIECA	Ongoing, with limited progress in 2018	Shell, BBP
11. Re-examine the assumption that significant innovations like NPI can only be attempted when Shell launches a new project. Consider whether some enhanced concepts and practices can be applied to existing operations too.	Agree; when feasible and relevant. This recommendation should be merged with recommendation 10.	Maintain growing body of knowledge and experience on the mitigation hierarchy	Ongoing	Ongoing	See recommendation 10;

12. Explore the possibility of bringing one or more IUCN Regional or Country Offices into support for one or more of Shell's ten country-specific energy transition planning processes.	Agree; when feasible and relevant	Field-based expertise and local context involved in field	Linkages maintained or established with ESARO and ROWA.	To discuss in the brainstorming session in Oct. 2018 SC meeting. Outcome depending on availability of regionally meaningful topics to work	See recommendation 4.
13. With regard to 'bringing new players to the table':  <ul style="list-style-type: none"> <li>• continue efforts to bring new (probably large-scale) players to the table;</li> <li>• reach out to other players with the offer of joint informal discussions on concepts, scenarios and strategy;</li> <li>• pilot efforts at country level, possibly involving IUCN country offices, and building on existing IUCN-Shell experience, to engage smaller-scale operators;</li> <li>• try to engage the entire oil and gas sector in a country.</li> </ul>	Agree; when feasible and relevant	Greater uptake of learning from collaboration	NDP Stories of influence report underway  Active Shell participation in IUCN's Business Week (Sept 2018)	Launch NDP SOI at CBD COP in November of 2018.  Blog by Shell VP anticipated in late 2018.  IUCN meeting with IPIECA leadership in Oct 2018	Shell, BBP
14. Starting with the December 2017 meeting of the Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) in Montreal, plan ways to advance the purpose of the partnership through the next CBD COP.	Agree	Expansion of collaboration in to global policy initiatives	Shell (representing IPIECA), participated in the SBSSTA meeting, and the SBI meeting in July 2018,	BBP and Shell will be present in CBD COP in Nov 2018. Shell Nigeria will also be present	Shell, BBP, Shell Nigeria, IUCN Global Policy Unit
15. Be alert to new situations for which development of an ISTAP would be appropriate.	Agree	Possible deployment of methods for providing external advice	First Rio Doce Panel Report shared with Shell; WGWAP Panel Evaluation implemented.	New opportunities, as well as next steps for WGWAP to discuss in the brainstorming session in Oct. 2018 SC meeting;	BBP; Shell
16. Continue to see decommissioning of marine infrastructure as a real opportunity for joint action, and plan accordingly at suitable sites worldwide.	Agree	Revisit prior collaboration in to marine decommissioning initiatives	No action in 2018	No action in 2018	BBP, Shell, IUCN Marine Programme
17. As soon as its Council's Private Sector Task Force is operational again, IUCN should expedite a briefing on the Shell partnership. It should then ensure regular liaison with the PSTF in	Agree	IUCN Council informed, engaged, and supportive of collaboration with Shell	Ongoing	PSTF updated in November 2017 meetings; A more significant briefing of PSTF will occur for the March 2019 Council meeting	BBP, IUCN Leadership

order to facilitate understanding and support from the Council for the partnership.					
18. Remain vigilant in ensuring tight and timely management of the 'project funnel', ensuring it is always clear which ideas are where in it, and why.	Agree	Improved project management and capture of lessons learned.	Ongoing	Project funnel will be updated subsequent to the Oct. 2018 SC meeting	BBP; Shell
19. Develop a simple system for documenting each item in and beyond the 'project funnel', from preliminary concepts to practical projects.	Agree	Improved project management and capture of lessons learned.	Ongoing	Project Template produced in July 2018.	See Recommendation 1
20. Commit to a higher and more active communications profile in the next phase of the partnership.	Agree	Improved communications and dissemination of lessons learned.	Ongoing	Ongoing	
21. Renew the joint communications plan for 2018 and work systematically to implement and report on it.	Agree	Improved communications and dissemination of lessons learned.	IUCN BBP Communications officer and Shell Communications officer hold regular meetings, and are involved in SC meetings	Comms update will be included in the SC meetings	BBP; Shell. See also recommendation 13 and 14
22. For each partnership activity, the relevant technical and communications staff should produce periodic one-page summaries for public communication.	Agree, recognizing that "partnership activities" vary in scope, longevity and other aspects.	Improved communications and dissemination of lessons learned.	Ongoing	Ongoing	These updates are captured in IUCN and Shell's annual reports as well as other existing mechanisms; however, the Project Template (Recommendation 1) will help enhance.
23. IUCN and Shell should reappraise their policies on communication and debate around partnership activities, and consider the limited use of social media as an additional communications medium in the next phase.	Agree	Improved communications and dissemination of lessons learned.	Ongoing	The launch of the NDP Stories of Influence will be a good test case for expanded social media outreach.	BBP; IUCN Communications, Shell Communications