

MAB STRATEGY 2015-2025
PRELIMINARY DRAFT

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Executive Summary

Fostering sustainable development through stewardship of biodiversity is at the heart of UNESCO's Man and the Biosphere programme (MAB) and its World Network of Biosphere Reserves (WNBR). Over four decades, people across the globe have explored local solutions to global challenges under the umbrella of MAB, generating a wealth of experience and innovative potential for a sustainable future. In the coming 10 years, MAB will amplify its support to member states in conserving biodiversity, building green economies and societies, and empowering people to mitigate and adapt to climate change. MAB will harness lessons learned through sustainability science and education and use modern, open and transparent ways to communicate and share information. MAB will ensure that the WNBR consists of effectively functioning model sites for sustainable development, by implementing an effective periodic review process so that all members of the network adhere to its standards, by improving governance, collaboration and networking within the MAB and WNBR, and by developing effective external partnerships to ensure long-term viability. As the global community is advancing on establishing and implementing a comprehensive set of related Sustainable Development Goals and targets¹, the MAB and WNBR will work towards these goals and contribute to implementing the Post-2015 agenda.

Introduction

(To be drafted)

UNESCO

Founded in 1945, UNESCO celebrated its 70th Anniversary in 2015. For seven decades, UNESCO has embodied high aspirations, hopes and an ongoing struggle for a better life, built on ideas of human dignity, mutual understanding and solidarity of humanity. These ideals and values are spelled out in the Organization's Constitution, which is the key to understanding UNESCO's history. Its pioneering work has helped change the way people everywhere understand each other and the planet we live on. UNESCO led the movement to protect the environment and sounded the alert over the planet's shrinking biodiversity. Through its "Man and the Biosphere Programme", established in 1971, it sought to reconcile both the use and conservation of natural resources. It was a pioneering step towards sustainable development. As a specialized agency of the United Nations, UNESCO will, in the foreseeable future, continue to contribute to the building of peace, the eradication of poverty, and sustainable development and intercultural dialogue through education, scientific activities, culture, communication and information.

MAB and the WNBR

(Short general background to be drafted, Include a box that clearly defines, positions and distinguishes MAB and the WNBR and their unique selling points in relation to other organizations, programmes and field networks with features that could be seen as similar to, or overlapping with MAB and BRs (e.g. World Heritage Sites, Ramsar sites, Natura 2000 network of nature protection areas, Global Geoparks...) while possibly also providing highlights of potential synergies and linkages).

Global Context for the MAB Strategy

Sustainability issues are at the centre of the international debate, as human activities continue to fundamentally alter the Earth's systems, with profound impacts on freshwater resources, on the ocean, atmosphere and climate, and on ecosystems and their biodiversity.² These trends are underscored in the Rio+20 Outcome document, "The Future We Want", which also recognizes that they will have significant impacts on all societies; that they have economic, cultural and social drivers; and that they are likely to be accentuated in the coming decades.³ The global community is advancing on establishing and implementing a comprehensive set of related Sustainable Development Goals and targets to simultaneously address human needs and environmental change.⁴

The MAB Strategy within UNESCO's Medium Term Strategy

Peace and equitable and sustainable development are the overarching objectives in the UNESCO Medium-Term Strategy 2014-2021 (37 C/4).⁵ Africa and gender equality are Global Priorities. UNESCO emphasizes the critical importance of greater knowledge sharing in order to induce the transformative changes needed to address the complex and inter-related challenges of sustainable development. UNESCO is therefore promoting international scientific cooperation and integrated scientific approaches to support Member States in effectively managing natural resources, reducing knowledge divides within and among countries, and building bridges for dialogue and peace. Building on its experience in leading intergovernmental and international science programmes and on their global observation capacities, UNESCO seeks to contribute to shaping the research agenda of global and regional scientific cooperation, based on the Rio+20 outcome document "The Future We Want" and the post-2015 development agenda.⁶ The important role of MAB and its WNBR is emphasised in UNESCO's Medium Term Strategy 2014-2021, notably in relation to UNESCO's Strategic Objective 5: 'Promoting international scientific cooperation on critical challenges to sustainable development', as well as Strategic Objective 4: 'Strengthening science, technology and innovation systems and policies – nationally, regionally and globally'.

The MAB Strategy

The MAB Programme with its World Network of Biosphere Reserves constitutes an important and valuable partner and instrument in the sustainable development research and application efforts of UNESCO Member States to address critical issues related to biodiversity, ecosystem services, and the challenges of global environmental change, including climate change. Adopted by the MAB ICC at its ___ session, the MAB Strategy provides a comprehensive while succinct framework for this purpose. The MAB Strategy is developed in line with the UNESCO Medium-Term Strategy 2014–2021, the Seville Strategy and Statutory Framework of the WNBR, and with due consideration to the recommendations emerging from the final evaluation of the Madrid Action Plan for the WNBR. The MAB Strategy will be implemented through the associated MAB Action Plan (text to be finalized ...) and their implementation will be assessed using a specific Evaluation Framework.

Vision and Mission of MAB and the WNBR

Vision statement [- the future we would like to see]

Our vision is a world where people thrive within a healthy biosphere. [In this world, people’s needs and aspirations are met through peaceful relationships with each other and with the web of life that they depend on.]

Mission statement [- our specific contribution to shaping a positive future]

Our mission is to assist Member States to reach sustainable development goals through our network of model regions where policies and actions for the stewardship⁷ of biodiversity and natural resources are explored, and lessons learned are harnessed through sustainability science, education, and knowledge exchange.

Overarching Objective

[Our objective for the coming 10 years is shaped by the Post 2015 development agenda and the Sustainable Development Goals and related targets (see Annex I). Through effective implementation of the three functions of BRs, networking, research and knowledge exchange, MAB and its WNBR will assist Member States in achieving these goals.]

[MAB and its WNBR will assist Member States in achieving the Sustainable Development Goals and related targets.]

Strategic Objectives [- what we want to achieve]

MAB’s Strategic Objectives for 2015 – 2025 are to:

<ol style="list-style-type: none">1. Conserve Biodiversity, Maintain Ecosystem Services and Foster the Sustainable Use of Natural Resources2. Support Mitigation and Adaptation to Global Environmental Change, including Climate Change3. Facilitate Sustainability Science and Education for Sustainable Development

4. Contribute to Building Thriving Societies, Economies, and Human Settlements

Strategic Objective 1. Conserve Biodiversity, Maintain Ecosystem Services and Foster the Sustainable Use of Natural Resources

The conservation and sustainable use of biodiversity is a critically important challenge. Biodiversity provides insurance and supports human well-being through a range of ecosystem services, such as food and fiber production, climate regulation, coastal protection and fish nurseries, disease control, crop pollination, and opportunities for recreation and tourism. In particular, the sustainable use of freshwater is a critical prerequisite for security, sustainability, inclusion and peace. Loss of biodiversity results in reductions in ecosystem services and creates direct threats to human well-being and ultimately survival. Habitat loss and fragmentation due to human development and unsustainable consumption and production patterns are considered as the major cause of diminishing biodiversity globally. The current scales of unprecedented exploitation of our natural resources call for their improved governance and stewardship.

Relevant SDG's: SDG 1; SDG 2; SDG 5; SDG 6; SDG 14; SDG 15. For the wording of the proposed respective SDGs see:
<https://sustainabledevelopment.un.org/content/documents/1579SDGs%20Proposal.pdf>

Expected results

- 1.1. Measurable actions and partnerships that contribute to the implementation of the United Nations Convention on Biological Diversity (CBD) and the United Nations Convention to Combat Desertification.
- 1.2. Decisive contributions to biodiversity conservation, sustainable use and benefit sharing, including towards the achievement of the Aichi Biodiversity Targets of the CBD [to achieve significant reductions of the current rate of biodiversity loss at global, regional and national levels as a contribution to poverty alleviation and to the benefit of all life on Earth].
- 1.3. Synergies with Multilateral Environmental Agreements and other relevant conventions through the simultaneous implementation of a wide range of SDGs in BRs as model regions.
- 1.4. Effective participatory and regional approaches to sustainable development that specifically take into account the needs and capacities of women and indigenous and local communities and their access to, and sustainable use of, natural resources in and around BRs.
- 1.5. Effective use of the ecosystem approach to ensure the continued delivery of ecosystem services both within BRs and to the wider communities which rely on their provision for their health and well-being.
- 1.6. Use of BRs to foster and promote local experiences on the mainstreaming of ecosystem services into policy making, in particular ensuring food security and restoration of degraded ecosystems.

Draft SDG targets relevant in relation to the above Strategic objective and the associated expected results proposed: targets 1.1; 1.2; 1.4; 1.5; 1.b; 2.1; 2.3; 2.4; 2.5; 2.a; 5.1; 5.5; 5.a; 5.c; 6.1; 6.2; 6.3; 6.4; 6.5; 6.6; 6.a; 6.b; 14.1; 14.2; 14.3; 14.4; 14.5; 14.7; 14.a; 14.b; 15.1; 15.2; 15.3; 15.4; 15.5; 15.6; 15.7; 15.8; 15.9; 15.a; 15.b; 15.c . For the wording of the proposed targets, see : <https://sustainabledevelopment.un.org/content/documents/1579SDGs%20Proposal.pdf>.

Strategic Objective 2. Support Mitigation and Adaptation to Global Environmental Change, including Climate Change.

Global environmental change, including climate change, continues to be of paramount concern for the future of humankind. It is now extremely likely that human activities have been the dominant cause of the observed warming since the mid-20th century.⁸ According to the IPCC's 5th Assessment Report, warming of the climate system is unequivocal; many of the observed changes since the 1950s have been unprecedented over decades to millennia. Concentrations of greenhouse gases have increased, the atmosphere and ocean have warmed, amounts of snow and ice have diminished, melting of glaciers and ice has accelerated, and sea levels have risen. The specific values of, and opportunities for, Biosphere Reserves in relation to climate change were recognized in the Madrid Action Plan for Biosphere Reserves (2008-2013) and the Dresden Declaration on Biosphere Reserves and Climate Change (2011), aiming at placing greater focus on the capacities of the MAB Programme and its biosphere reserves for mitigating and adapting to the impacts of climate change and for integrating their contributions effectively into national and international climate strategies and policies.⁹

Relevant draft SDGs: SDG 1; SDG 2; SDG 11; SDG 13.

For the wording of the proposed respective SDGs see:

<https://sustainabledevelopment.un.org/content/documents/1579SDGs%20Proposal.pdf>

Expected results

- 2.1. WNBR recognized as a global network of sites of excellence to promote learning and pilot innovative actions to adapt to and mitigate the effects of climate change and other types of global environmental change.
- 2.2. Measurable actions and partnerships that contribute to the implementation of the UN Framework Convention on Climate Change (UNFCCC) and the Global Framework for Climate Services (GFCS), particularly in Small Islands (SIDS and non SIDS) and other ecosystems that are among the most vulnerable to climate change impacts.
- 2.3. Regional approaches to adapt to climate change mitigation and adaptation developed and tested in BRs, including those related to carbon sequestration and REDD+ (Reducing Emissions from Deforestation and Forest Degradation).
- 2.4. Member States emphasise biosphere reserves as priority sites in developing and implementing strategies on climate change mitigation and adaptation, in particular through energy efficiency and the development and adoption of renewable and clean energy.

- 2.5. Member States actively promote the transfer of approaches developed in biosphere reserves to other countries and regions.

Several draft SDG targets appear to be relevant in relation to the above Strategic objective and the associated expected results proposed: targets 1.5; 2.4; 11.b; 13.1; 13.2; 13.3; 13.a; 13.b. For the wording of the proposed targets, see : <https://sustainabledevelopment.un.org/content/documents/1579SDGs%20Proposal.pdf>.

Strategic Objective 3. Facilitate Sustainability Science and Education for Sustainable Development (ESD)

Sustainability science is an integrated, problem-solving approach that draws on the full range of scientific, traditional and indigenous knowledge in a trans-disciplinary way to identify, understand and address present and future economic, environmental, ethical and societal challenges related to sustainable development.¹⁰ This requires support for collaboration and networking, both between scientists and knowledge holders and among scientists, knowledge holders and stakeholders at large, including policy-makers, the public and private sector, and indigenous peoples. ESD promotes the inclusion of key sustainable development issues into teaching and learning, including by facilitating participatory methods that motivate and empower learners to change their behaviour and take action for sustainable development. BRs, particularly through their coordinators and managers, have key roles to play in operationalizing and mainstreaming sustainability science and ESD at local and regional levels, to build scientific knowledge and identify best practices, and to strengthen the interface between science, policy and education and training for sustainable development.

Relevant draft SDGs: SDG 2; SDG 7; SDG 9; SDG 12; SDG 14; SDG 15; SDG 17.

For the wording of the proposed respective SDGs see:

<https://sustainabledevelopment.un.org/content/documents/1579SDGs%20Proposal.pdf>

Expected results

- 3.1. The establishment of an international network of scientists working in BRs and with their managers/coordinators and other stakeholders, coordinated by an advisory committee.
- 3.2. MAB and its WNBR fully engaged with existing relevant international, regional and national research initiatives and programmes and the post-2015 development agenda.¹¹
- 3.3. Enhanced international cooperation in sustainability science, using BRs as pilot sites, thus contributing to Future Earth, including interdisciplinary research between partners in both developing and industrialized countries, to identify, understand and address economic, environmental, ethical, cultural and societal challenges related to sustainable development.
- 3.4. Global research projects on the effectiveness of BRs in fulfilling their three functions and making a difference to the lives of people, including the economic impacts of BRs, both within and around individual BRs, but also at regional and national levels.

- 3.5. Research for proactive BR management, actively involving not only national research councils, science agencies, universities, and educational institutions, but also managers, stakeholders and communities in framing the research question (“co-design” of research), and participating in devising methods and knowledge generation (“co-production” of knowledge).
- 3.6. Traditional knowledge used as a “knowledge input” for managing BRs while recognizing the importance of empowering indigenous communities as guardians of unique knowledge and the importance of maintaining cultural identity.
- 3.7. Training and capacity building at the interface of the interlinked issues of conservation and sustainable use of biodiversity, mitigation and adaptation to climate change, and socio-economic and cultural well-being of human communities, particularly indigenous communities.
- 3.8. Measurable deliveries and contributions to, and partnerships with, the Global Action Programme (GAP) on ESD.¹²
- 3.9. Operationalization of ESD at the local level, with a focus on the participation of young people and women.
- 3.10. Educational efforts broadened from specialized scientific communities to involve all partners of civil society, including closer cooperation with the UNESCO Associated Schools Project Network (ASPNet).

Several SDG targets appear to be relevant in relation to the above Strategic objective and the associated expected results proposed.: targets 2.a; 7.a; 9.5; 9.b; 12.a; 14.4; 14.a; 17.6
 For the wording of the proposed targets, see :
<https://sustainabledevelopment.un.org/content/documents/1579SDGs%20Proposal.pdf>).

Strategic Objective 4. Contribute to Building Thriving Societies, Economies, and Human Settlements

A burgeoning world population, increasingly concentrated in rapidly expanding urban areas of all sizes, notably in coastal regions, has resulted in overexploitation and unsustainable use of limited natural resources, accelerating pollution and environmental degradation, with significant impacts on human well-being. Thriving green societies, economies, and human settlements are essential elements of the quest for long-term sustainability and social development. To achieve this requires in-depth knowledge of natural and cultural heritage, socio-economic realities and resilience. Through its WNBR, MAB is uniquely well placed to support the transition to thriving economies and sustainable societies more broadly.

Relevant draft SDGs: SDG 1; SDG 4; SDG 7; SDG 8; SDG 9; SDG 11; SDG 12.
 For the wording of the proposed respective SDGs see:
<https://sustainabledevelopment.un.org/content/documents/1579SDGs%20Proposal.pdf>

Expected results

- 4.1. Biosphere reserves are recognised as pilot sites and model regions for promoting sustainable development and societies advancing the implementation of the SDGs and related targets.
- 4.2. BRs foster sustainable regional economies built on in-depth knowledge of natural and cultural heritage, opportunities for innovation, and socio-economic realities, supported by infrastructure suitable for environmental conservation and green business opportunities.
- 4.3. Definition of the rights and responsibilities of those utilizing and benefiting from ecosystem services originating in BRs – including those in sometimes distant urban areas – leading to investment in their effective management.
- 4.4. Governance systems for BRs support synergies between environmental conservation and green business opportunities, as well as responsible tourism and quality economies.
- 4.5. BRs act as pilot sites and model regions for organic production systems and those that ensure a minimum use of chemical substances.
- 4.6. BRs act as pilot sites and model regions for the conversion of economic systems that negatively affect the conservation of biodiversity and its sustainable use. [In particular Small Islands which depend on their fish resources and sea-related tourism, a mainstay of the economy.]
- 4.7. BRs act as pilot sites and model regions for local development based on the protection and preservation of the natural environment.
- 4.8. BRs act as pilot sites and model regions for livelihood diversification involving local businesses, the promotion of green (eco) jobs and income opportunities for young people and women.
- 4.9. Research oriented towards urban areas associated with BRs, aiming to facilitate the development and implementation of appropriate mechanisms to ensure the continued provision of ecosystem services from BRs and thus the quality of life in these urban areas.
- 4.10. Research showing how communities, businesses, and organizations within BRs – and, where appropriate, in adjacent or nearby urban areas – can benefit from supporting the aims of BRs.

Several SDG targets appear to be relevant in relation to the above Strategic objective and the associated expected results proposed.: targets 1.1; 1.2; 1.3; 1.4; 1.5; 1.a; 1.b; 4.7; 4.a; 4.b; 7.1; 7.2; 7.3; 7.a; 8.3; 8.4; 8.9; 8.b; 9.b; 11.1; 11.3; 11.4; 11.5; 11.6; 11.7; 11.a; 11.b; 11.c; 12.1; 12.2; 12.3; 12.4; 12.5; 12.6; 12.7; 12.8; 12.a; 12.b.

For the wording of the proposed targets, see :

<https://sustainabledevelopment.un.org/content/documents/1579SDGs%20Proposal.pdf>.

Implementation Objectives [– how we will work]

MAB's Implementation Objectives for 2015 – 2025:

A.	The World Network of Biosphere Reserves comprised of effectively functioning sites as model regions for sustainable development
B.	Inclusive, dynamic and results-oriented collaboration and networking within MAB and the WNBR
C.	Effective external partnerships and sufficient and sustainable funding for MAB and the WNBR
D.	Comprehensive, modern, open and transparent communication, information and data sharing
E.	Effective governance of and within MAB and the WNBR

The first three of these objectives have specific foci: A – on individual BRs; B – on networking within the MAB Programme; C – primarily on partnerships outside the MAB Programme. The objectives, together with their respective expected results, are further outlined below.

Implementation Objective A. The World Network of Biosphere Reserves comprised of effectively functioning sites as model regions for sustainable development

MAB will strengthen the role and potential of biosphere reserves and further enhance the WNBR as an integrated global network of learning and demonstration sites for innovation in sustainable development, notably in relation to the SDGs. As pilot sites and model regions, BRs will represent a key interface between science, policy and society at local, national, regional and global levels, to the benefit of Member States in which BRs are located and to much wider constituencies. As model regions, BRs should conserve biodiversity, reduce poverty, and contribute to sustainable development. Transboundary BRs can act as peace parks: enabling environments which foster the harmonious coexistence of people, and of people and nature, and promote a culture of peace with regard to the use of and benefit from shared natural resources. BRs should be clear examples of the implementation of many aspects of global conventions. Linking increasingly effective sites as model regions, the WNBR must consist of fully functioning, well managed sites that comply with the Seville Strategy and the Statutory Framework: a unique arena for co-production of knowledge for sustainable development between the inhabitants of BRs, practitioners and researchers.

Expected results

- A.1. The periodic review process supports an effectively functioning WNBR, generating a dynamic process of adaptive management of BRs and allowing Member States to assess progress, review weaknesses, re-engage stakeholders and improve the functioning of BRs in the light of experience gained, while providing the MAB Secretariat with the possibility to produce status reports of the overall WNBR network.
- A.2. MAB National Committees have evaluation systems that support the effective functioning of biosphere reserves and can be used to identify and promote demonstration cases.
- A.3. Procedures and processes for designating, planning and implementing BRs are open and participatory, taking into account local practices and traditions, and involving youth, civil

society, institutions, enterprises and all other relevant stakeholders including, where appropriate, indigenous peoples.

- A.4. BRs are integrated into national development, territorial planning, environment and other sectoral legislation, policies and programs.
- A.5. Each BR has a clear legal basis and effective governance structure.
- A.6. Research is undertaken to inform the development of BR management plans and zoning, and improve management routines and practices.
- A.7. BRs establish partnerships with universities and research institutes, to undertake applied research and provide practical learning opportunities which can bring money and other resources into BRs.
- A.8. Transboundary BRs are reinforced through multi-scale dialogue and capacity building specific to transboundary issues, and promoted for cooperation, environmental diplomacy, peace, security and conflict management.
- A.9. Every BR is financially sustainable, with a diverse funding base, taking advantage not only of support from governments, but also of ways in which communities, businesses, and organizations within and close to BRs (e.g., in nearby urban areas) can benefit from supporting their aims, e.g., through social enterprise, products and branding which help promote income generation from activities which enhance BRs and support local livelihoods.

Implementation Objective B. Inclusive, dynamic and results-oriented collaboration and networking within MAB and the WNBR

Inclusive, dynamic and results-oriented collaboration and networking are essential for MAB and its WNBR to provide effective contributions towards the SDGs and related targets. Collaboration will especially focus on South-South and North-South-South triangular cooperation, as a catalyst for dialogue and co-production of scientific knowledge, in synergy with local and indigenous knowledge brokers, and for science diplomacy. Collaboration and networking shall target all four strategic objectives. The importance of MAB's regional and thematic networks should be emphasized in this context. The regional networks have variable working methods and statutes which address regional needs and should be flexible in order to be relevant and efficient in the context of their regions, and the thematic networks typically should be self-organized.

Expected results

- B.1. National MAB Committees and regional networks foster studies on how to better valorize research findings in BRs and use them as demonstration sites, and share information on characteristics and good practices and methodologies to implement proactive research and management at regional and local levels.
- B.2. Regional networks foster collaboration in research, implementation and monitoring, including analyses of ecosystem services and their management through the participation of stakeholders.

- B.3. Collaboration and exchange among and within BRs, which actively engage different BR stakeholder groups, including local communities (especially young people), decision-makers, politicians and economic sectors and researchers, in joint international cooperation projects.
- B.4. Global and regional capacity building and training programmes directed to BR managers/coordinators and other stakeholders that improve sustainable development actions and relevant technologies in individual BRs.
- B.5. Global and regional training programmes on the ecosystem services concept and on how to use it to support the management of BRs.
- B.6. Increased outreach and inclusiveness of regional and thematic networks, particularly to regional and global Protected Area networks.
- B.7. Networks communicate and disseminate their aims and activities effectively, with enhanced action between network meetings, leading to improved progress.
- B.8. Networks strengthened through enhanced participation of Member States – including UNESCO National Commissions and MAB National Committees, relevant Ministries, especially those responsible for national protected areas networks – as well as universities, civil society organisations, the private sector, and through stronger cooperation with relevant stakeholders.
- B.9. Regional and thematic networks have the infrastructure and adequate resources to fulfill their potential to play a variety of roles, including linkages to regional and thematic institutions and processes, collaborative research and policy development, and mutual support.
- B.10. An increased number of BR twinning arrangements, to foster transboundary and transnational cooperation and engender goodwill.

Implementation Objective C. Effective partnerships and sufficient and sustainable funding for MAB and the WNBR

The creation of new partnerships aimed at strengthening biosphere reserves, networks and the MAB Secretariat, and to promote the implementation of plans and strategies, particularly through sustainable financing mechanisms, is a priority. While the basic operational resources of the MAB Programme and members of the WNBR must be provided from regular budgets for all levels of implementation, there is a clear need to bring in new partners, including research groups, private sector enterprises or groups, and civil society organizations. However, in doing so, local communities must not lose their independence and influence, especially if the partners are from other regions. To increase organizational, including financial, resilience in MAB and its BRs, different means of funding should be explored. In addition to financing, new partnerships should increase public awareness of the values and benefits of BRs as well as the involvement of local communities. UNESCO has one of the most famous and best-recognized global ‘brands’: a key challenge is how to use it to raise funds for the WNBR and its BRs without damaging the image which built the brand.

Expected results

- C.1. Review undertaken on of how MAB, at all levels, works with bilateral and multilateral donors, and the private and philanthropic sectors, on action and implementation, and opportunities to increase available resources, including a multi-donor trust fund and innovative mechanisms such as carbon finance and crowd funding. This review should lead to many of the results below, and others.
- C.2. Opportunities seized by the MAB Secretariat to act as an honest broker raising funds and mobilizing partnerships in favor of worldwide implementation of SDGs and related targets, including those related to climate change adaptation and mitigation, and biodiversity conservation.
- C.3. Projects and activities funded through regional funding mechanisms, especially those that emphasise the need for multi-national partnerships (such as those of the European Commission, African Union, ASEAN and the Union of South American Nations),
- C.4. Increased involvement and enhanced dialogue between MAB and specific programs and processes under UNESCO and relevant conventions that ensure that donors and implementing agencies regard BRs as sites of excellence, thus enhancing opportunities for support through convention-related financial mechanisms.
- C.5. Collaboration and partnerships strengthened with key international organizations, e.g. UNDP, WWF, IUCN, Alliance of Small Island States – AOSIS
- C.6. National MAB Committees in countries eligible for ODA, working with relevant ministries, increase the importance of their BRs in bilateral negotiations with donor countries and international funding organizations, leading to funding targeted to BRs.
- C.7. The BR concept promoted at the appropriate national policy and political levels, including to the private sector, to obtain adequate financial support for BRs and their support structures.¹³
- C.8. The MAB Secretariat provides assistance to build expertise within the WNBR and within individual BRs to develop own-source revenue. [The MAB Secretariat assists BRs and regional networks to build expertise in developing their own revenue, and to share this expertise.]
- C.9. Private sector partnerships generated around the MAB Programme at local, national and international levels.
- C.10. Deeper involvement of, and guidance provided to entrepreneurs active in BRs, especially those supporting social enterprises and green economies.

Implementation and Service Delivery Objective D. Comprehensive, modern, open and transparent communication, information and data sharing

Effective and open communication, data and knowledge exchange are prerequisites for a successful MAB Programme. Contemporary communication and information, social media, and data sharing tools have huge potential for the Programme. While the MAB Secretariat, National Committees, regional and thematic networks and individual BRs are starting to make good use of these tools,

there is an urgent need to further improve information and data sharing within and from MAB, the WNBR, regional and thematic networks. Yet many countries still have poor access to modern communication facilities, which implies a continued focus on traditional means of communication and information exchange. The task to communicate more effectively depends not only on how well MAB mobilizes communication tools and instruments, but also on MAB's success in producing outcomes and services that are appreciated. Good outcomes will attract press and media attention, so they communicate on our behalf. Communication could also be facilitated by a 'modernization' of some key words associated with MAB, including the reference to 'Man' and 'Reserve'.¹⁴

Expected results

- D.1. Full implementation of an open access policy to MAB and WNBR-related documents, data, information and multimedia materials.
- D.2. A comprehensive communication strategy complemented by an action plan. Specific elements are identified below; others may be included.
- D.3. The MAB Secretariat effectively implements MAB web site, MABNet, as the key communication, data and information hub for MAB, facilitating sharing of resources, publications, case studies and good practices, and regularly publishing the MAB Agenda and a newsletter [in multiple languages].
- D.4. All MAB National Committees manage their own webpages, link them to the MABNet and regularly provide information to the MAB Secretariat.
- D.5. The MAB Secretariat regularly provides National Committees and BR authorities with reports on available methods, technologies and approaches to facilitate effective delivery of the BR concept and ensure the sustainability of resources for this purpose.
- D.6. The MAB Secretariat manages an online repository/database that promotes scientific research in, and case studies of, BRs.
- D.7. Regular international – global, regional and thematic – meetings organized to exchange information, demonstrate successful implementation of the BR concept, and develop and strengthen partnerships.
- D.8. MAB side events take place at the margins of Conferences of the Parties of major relevant conventions and other major conferences.
- D.9. Increased use of video conferencing, skype etc. for MAB meetings, seminars and workshops.
- D.10. Increased use of social media for knowledge sharing and communication, technical cooperation and capacity building,
- D.11. [The MAB programme has a coordinated publication programme.]
- D.12. A unified BR brand established, complemented by a campaign to market the brand.
- D.13. A website that assists BRs to buy from and sell products and activities to each other.

Implementation and Service Delivery Objective E. Effective governance of and within MAB and the WNBR

The MAB programme is governed by its International Coordinating Council¹⁵, under the overall authority of the UNESCO General Conference and its Executive Board. The Statutory Framework of the WNBR remains the basis for its governance. Well structured and effectively implemented and managed governing mechanisms are at the foundation of a successful MAB Programme. MAB National Committees have critical roles to play in implementing the vision and mission of the MAB Programme. Important lessons have been learned from many years of experiences working with the Seville Strategy and from the implementation and evaluation of the MAP. Continuous monitoring and evaluation of actions and governance mechanisms are essential in order to ensure timely and effective adaptation to change.

Expected results

- E.1. The governments of Member States and National Commissions for UNESCO support the implementation of the MAB Programme, including through well-defined institutional support.
- E.2. The activities of MAB National Committees and BRs are integrated into national governmental and sectoral policies.
- E.3. MAB National Committees have a transdisciplinary membership, including representatives from the public, private, research and education sectors, and a wide range of other stakeholders, including representation from BRs.
- E.4. The MAB Secretariat disseminates guidelines for MAB National Committees, including their preferred structure and responsibilities, to all countries, especially those without MAB National Committees, or with just a Focal Point for MAB.
- E.5. Member states regularly (at least annually) update the MAB Secretariat and regional networks regarding membership of their national MAB committees and progress regarding implementation of the MAB strategy and action plan.
- E.6. Each regional network has a defined governance mechanism, including annual assessment of performance.
- E.7. New thematic networks, if any, have an inbuilt review mechanism and a sunset clause.
- E.8. A joint working group including MAB and other relevant UNESCO programmes (World Heritage, Global Geoparks) and conventions (Ramsar) is established to learn from respective experiences of periodic reviews.
- E.9. The ISG of Permanent Delegates to the MAB Programme continues to contribute to communications and advocacy to the benefit of MAB.
- E.10. UNESCO's Regional Offices play an important part in communication flows between countries and the MAB Secretariat.

Strategy Implementation Evaluation Framework

(to be drafted with inputs from UNESCO's Internal Oversight Service (IOS)).

MAB Action Plan

(Short text to be drafted outlining that the MAB Strategy is/will be accompanied by a MAB Action Plan targeting the implementation of the MAB Strategy).

Footnotes

¹ <http://sustainabledevelopment.un.org/focussdgs.html>

² Text taken from the UNESCO Medium-Term Strategy 2014-2021 (37 C/4), available on: <http://unesdoc.unesco.org/images/0022/002268/226841e.pdf>

Amendments: <http://unesdoc.unesco.org/images/0022/002274/227488e.pdf>

³ The Future We Want, available on: <http://www.uncsd2012.org/thefuturewewant.html>

⁴ <http://sustainabledevelopment.un.org/focussdgs.html>

⁵ Approved by the General Conference at its 37th session (General Conference resolution 37 C/Res.1) and validated by the Executive Board at its 194th session (194 EX/Decision 18) UNESCO Medium-Term Strategy 2014-2021 (37 C/4), available on: <http://unesdoc.unesco.org/images/0022/002268/226841e.pdf>

Amendments: <http://unesdoc.unesco.org/images/0022/002274/227488e.pdf>

⁶ UNESCO Medium-Term Strategy 2014-2021 (37 C/4), para 50

⁷ Stewardship refers here to the conducting, supervising, or managing of something; especially the careful and responsible management of something entrusted to one's care (e.g. stewardship of natural resources).

⁸ IPCC, 2013: Summary for Policymakers. In: *Climate Change 2013: The Physical Science Basis.*

Contribution of Working Group I to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change, available on: http://www.climatechange2013.org/images/report/WG1AR5_SPM_FINAL.pdf

⁹ Dresden Declaration on Biosphere Reserves and Climate Change is available on:

http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SC/pdf/DRESDEN_DECLARATION_MAB.pdf

¹⁰ UNESCO Medium-Term Strategy 2014-2021 (37 C/4), para 52.

¹¹ such as: the Intergovernmental Platform on Biodiversity & Ecosystem Services (IPBES), Intergovernmental Panel on Climate Change (IPCC), Future Earth, Global Framework for Climate Services (GFCS), the Group on Earth Observation (GEO) – GEO-BON, GCOSS, the Global Ecosystem Monitoring Networks and Programmes, International Model Forest Network, and in IUCN activities, especially the World Conservation Congresses and World Parks Congresses; cooperation with the International Union of Biological Sciences (IUBS), Scientific Committee on Problems of the Environment (SCOPE), United Nations Environment Programme (UNEP), the International Geosphere Biosphere Programme (IGBP), and WWF in MAB's research agenda

¹² The participants of the UNESCO World Conference on Education for Sustainable Development held in Aichi - Nagoya, Japan, from 10 to 12 November 2014, adopted the Aichi -

Nagoya Declaration on Education for Sustainable Development to further strengthen and scale up ESD. Article 16d of the Declaration requests

UNESCO's Director-General to continue to 'harness partnerships and mobilize networks in including the UNESCO ASPnet, UNESCO Chairs, Centres under the auspices of UNESCO, the World Network of Biosphere Reserves and World Heritage Sites, as well as UNESCO Clubs and Associations.'

http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/ERI/pdf/Aichi-Nagoya_Declaration_EN.pdf.

¹³ MAP evaluation recommendation.

¹⁴ A complementary paper on the possible change in name will be made available separately.

¹⁵ Statutes of the International Coordination Council of the MaB Programme (ICC):

http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SC/pdf/sc_mab_Statutes_ICC2011_EN.pdf