

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION
International Coordinating Council of the Man and the Biosphere (MAB) Programme
Twenty-eighth session

Lima, Peru

18 – 19 March 2016

ITEM 13 OF THE PROVISIONAL AGENDA: Lima Action Plan for UNESCO's Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves (2016-2025)

1. In conformity with the decision of the 27th MAB ICC, the MAB Strategy Group (MSG) is presenting the 'Draft Lima Action Plan for UNESCO's Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves (2016-2025)' to the 4th World Congress of Biosphere Reserves (Lima, Peru, 14-17 March 2016) and to the 28th MAB ICC (Lima, Peru, 18-19 March 2016) as attached in Annex II to the present document.

2. The Draft Lima Action Plan, which is designed to support the implementation of the MAB Strategy 2015-2025 adopted by the 27th MAB ICC and the 38th General Conference, is the result of a participatory, open and transparent drafting process founded on the active participation and contributions of a good number of Member States, MAB National Committees, MAB and Biosphere Reserve Focal Points and regional and thematic networks.¹

3. The MAB ICC is invited to examine the Draft Lima Action Plan as contained in Annex II, and in light of the discussion thereon at the 4th World Congress of Biosphere Reserves, as summarized by the MSG Rapporteur in his presentation of the Draft Lima Action Plan to the 28th MAB ICC, to adopt the Lima Action Plan for UNESCO's Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves (2016-2025).

¹ Background information related to the drafting process, the composition of the MSG, its Terms of Reference, together with information on the MSG's Roster of Experts, as well as earlier versions of the Draft Lima Action Plan and comments and inputs received thereon, are available on the MABnet on page:

<http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/man-and-biosphere-programme/strategies-and-action-plans/new-mab-strategy-and-action-plan/>

Annex I: MSG Announcement

12 February 2015

**MAB Strategy Group (MSG)
Announcement
Draft Lima Action Plan
for UNESCO's Man and the Biosphere (MAB) Programme and
its World Network of Biosphere Reserves 2016-2025
Finalized**

On behalf of the MSG, and in cooperation with the MAB Secretariat, we are pleased to announce that the MSG today has finalized the Draft Lima Action Plan for UNESCO's Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves 2016-2025.

The Draft Lima Action Plan is the result of a comprehensive drafting process, which included a MSG meeting at UNESCO Paris (1-2 September 2015), open and transparent consultations with Member States, MAB National Committees, MAB and Biosphere Reserve Focal Points, and regional and thematic MAB Networks.

The MSG would like to thank all those that have contributed with their inputs and suggestions, including the Members of the Roster of Experts. All of these valuable inputs have helped ensure that we have a Draft Lima Action Plan that is consistent with, and supportive of, the MAB Strategy 2015-2025, adopted at the 27th MAB ICC and endorsed by the 38th session of the UNESCO General Conference. Thanks should also go to UNESCO's Internal Oversight Service for its guidance and for putting the final touches to some of the performance indicators in order to facilitate monitoring and evaluation of the implementation of the Plan.

In producing the Draft Lima Action Plan, the MSG aimed to keep the text as short and succinct as possible. Based on the provisions contained in the Plan, Member States, MAB National Committees, Biosphere Reserves and networks are strongly encouraged to prepare their respective action plans founded in national and regional realities and imperatives.

The MSG will attend the 4th World Congress of Biosphere Reserves (Lima, Peru, 14-17 February 2016) and present the Draft Lima Action Plan to Congress Participants in what we are sure will be a most fruitful and stimulating discussion. The MSG will shortly thereafter present the Draft Lima Action Plan to the 28th session of the MAB ICC (Lima, Peru 18-19 February 2016). In doing so, the MSG will successfully have concluded its Terms of Reference.

The MSG would like to express its appreciation to the Peruvian Authorities for ensuring that the Lima Action Plan can be discussed, endorsed and adopted in such ideal circumstances as those being provided in the context of the 4th World Congress of Biosphere Reserves and the 28th MAB ICC in Lima.

Mr Sergio Guevara Sada
Chair of the MAB ICC
and the MAB Strategy Group

Mr Martin Price
Rapporteur of the MAB ICC
and the MAB Strategy Group

**Annex II:
Final
Draft Lima Action Plan
for UNESCO's Man and the Biosphere (MAB) Programme and its
World Network of Biosphere Reserves (2016-2025)**

12 February 2016

The Lima Action Plan for UNESCO's Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves (2016-2025) contains a comprehensive but succinct set of actions aimed at ensuring the effective implementation of the MAB Strategy 2015-2025, adopted by the MAB ICC at its 27th session (UNESCO, Paris, 8-12 June 2015) and endorsed by the UNESCO General Conference at its 38th session (UNESCO, Paris, 3-18 November 2015).

Both the MAB Strategy 2015-2025 and the Lima Action Plan 2016-2025 are founded on the continuity of the Seville Strategy and the Statutory Framework of the World Network of Biosphere Reserves (WNBR) and based on the findings of the evaluation of the implementation of the Madrid Action Plan for Biosphere Reserves (2008-2013).

MAB Strategy 2015-2025

The MAB Strategy foresees that, in the coming 10 years, the MAB Programme will concentrate its support to Member States and stakeholders in conserving biodiversity, restoring and enhancing ecosystem services, and fostering the sustainable use of natural resources; contributing to sustainable, healthy, and equitable societies, economies and thriving human settlements in harmony with the biosphere; facilitating biodiversity and sustainability science, education for sustainable development and capacity building; and supporting mitigation and adaptation to climate change and other aspects of global environmental change.

The MAB Programme will harness lessons learned through sustainability science and education and use modern, open and transparent ways to communicate and share information. A key goal will be to ensure that its World Network of Biosphere Reserves (WNBR) consists of effectively functioning models for sustainable development, by improving governance, collaboration and networking within the MAB and WNBR; by developing effective external partnerships to ensure long-term viability, and by implementing an effective periodic review process so that all members of the network adhere to its standards.

Vision and Mission of the MAB Programme

Our vision is a world where people are conscious of their common future and interaction with our planet, and act collectively and responsibly to build thriving societies in harmony within the biosphere. The MAB Programme and its World Network of Biosphere Reserves (WNBR) serve this vision within and outside biosphere reserves.

Our mission for the period 2015-2025 is to:

- develop and strengthen models for sustainable development in the WNBR;
- communicate the experiences and lessons learned, facilitating the global diffusion and application of these models;
- support evaluation and high-quality management, strategies and policies for sustainable development and planning, as well as accountable and resilient institutions;
- help Member States and stakeholders to urgently meet the Sustainable Development Goals through experiences from the WNBR, in particularly through exploring and testing policies, technologies and innovations for the sustainable management of biodiversity and natural resources and mitigation and adaptation to climate change.

The Lima Action Plan and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals

In line with its vision and mission statement, the Lima Action Plan places strong emphasis on thriving societies in harmony with the biosphere for the achievement of the Sustainable Development Goals and implementation of the 2030 Agenda for Sustainable Development, both within biosphere reserves and beyond, through the global dissemination of the models of sustainability developed in biosphere reserves.

Structure and implementation of the Lima Action Plan 2016-2025

The Lima Action Plan is presented as a matrix, structured according to the Strategic Action Areas of the MAB Strategy 2015-2025. It includes targeted outcomes, actions and outputs that will contribute to the effective implementation of the strategic objectives contained in the MAB Strategy. It also specifies the entities with prime responsibility for implementation, together with time range and performance indicators.

Using the MAB Strategy 2015-2025 and Lima Action Plan 2016-2025 as the key points of reference, MAB National Committees and MAB networks are strongly encouraged to prepare their own strategies and action plans. These should be founded in national and regional realities and imperatives and will contribute both to addressing these and to implementing the Lima Action Plan at the global level.

Lima Action Plan for UNESCO's Man and the Biosphere (MAB) Programme and its World Network of Biosphere Reserves (2016-2025)

* *Partners external to MAB indicated in italics*

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
Strategic Action Area A. The World Network of Biosphere Reserves consisting of effectively functioning models for sustainable development					
A1. Biosphere Reserves (BRs) recognized as models contributing to the implementation of Sustainable Development Goals (SDGs) and Multilateral Environmental Agreements (MEAs)	A1.1. Promote BRs as sites that actively contribute to achieving the SDGs	BRs have made measurable contributions in support of the achievement of the SDGs that can be replicated and scaled-up	Member States, National Authorities, BRs	2016-2025	Number of BRs with specific initiatives or activities contributing to SDG targets BR concept used in national development agendas
	A1.2. Promote BRs as sites that actively contribute to implementing MEAs	BRs managed and supported with a focus on ensuring their successful contributions to MEA implementation	MAB Secretariat, Member states, National MAB Committees, National UNESCO Commissions, BRs	2016-2025	Number of BRs with initiatives or activities contributing to MEA implementation
	A1.3. Establish alliances at local, regional, international levels for biodiversity conservation and benefits to local people	MAB and BRs have established or joined alliances for biodiversity conservation and benefits to local people	Member States, National and subnational Authorities, National MAB Committees, National UNESCO Commissions, and BRs.	By the end of 2018	Number of BRs with alliances for conservation and development
	A1.4. Use BRs as priority sites/observatories for climate change research, monitoring, mitigation and adaptation, including in support of the UNFCCC COP21 Paris Agreement	BRs used as priority sites and as observatories for ecosystem-based climate change action	Member States, National Authorities, MAB National Committees, National UNESCO Commissions and BRs	By the end of 2020	Number of climate change-related projects implemented in BRs, Number of national climate change strategies acknowledging the role of BRs
	A1.5. Promote green/sustainable/social economy initiatives inside BRs	Sustainable development initiatives established that are inclusive and environmentally integrative. Labels for products and services developed that reflect the BR objectives	BRs <i>Business sector</i>	2016-2025	Number of BRs promoting green/sustainable/social economy initiatives, Number of economic initiatives implemented in the BR

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
	A1.6. Ensure the long-term conservation of the socio-ecological systems of BRs including restoration of degraded ecosystems	Socio-ecological systems in BRs are well conserved and maintained	Member States, MAB National Committees, National Commissions for UNESCO, BRs	2016-2025	Number of countries with national legislation to maintain the socio-ecological systems of core areas and buffer zones of BRs. Surface areas of restored ecosystems
A2. Open and participatory selection, planning and implementation of BRs.	A2.1 Provide guidelines to enable Member States to apply the BR concept and implement the Action Plan effectively	Operational guidelines developed, providing a global framework within which regional and national specificities can be taken into account	MAB Secretariat in consultation with MAB ICC Members	End 2017	Adoption of guidelines by MAB ICC in 2018
	A2.2 Ensure processes for selecting, designing, planning, and nominating BRs are open and participatory, involving all concerned stakeholders, taking into account local and indigenous practices, traditions and cultures, and based on sound science.	BR nomination files and BR management plans produced and implemented through participatory approaches, considering local and indigenous practices, traditions and cultures, and based on sound science.	Member States, National and Subnational Authorities, MAB National Committees, National UNESCO Commissions, BRs	2016-2025	Number of national guidelines and/or policies for the process leading to nomination of BRs
	A2.3. Ensure processes for implementing, managing, monitoring and periodic review of BRs are open and participatory and take into account local and indigenous practices, traditions and cultures	BR management structures, plans and review reports produced and implemented through participatory approaches, considering local and indigenous practices, traditions and cultures and participants	Individual BRs, MAB National Committees, National UNESCO Commissions	2016-2025	Number of BRs where the new processes are evident in management structures, plans and periodic review reports
	A2.4. Ensure that BRs have clear communication plans and mechanisms to implement these	BR communication plans and mechanisms that ensure communication between BR managers and both stakeholders and MAB networks are developed.	Individual BRs, MAB National Committees, National UNESCO Commissions	2016-2025	Number of BRs with a Communication Plan. Number of BRs with a formal external communication mechanism
A3 Integration of BRs into relevant legislation, policies and/or programmes complemented by support for the functioning of BRs	A3.1 Recognise BRs in legislation, policies and/or programmes at national and/or subnational levels	BRs integrated into national and regional development, territorial planning, environment and other sectoral legislation, policies and/or programmes	Member States, National and Subnational Authorities, MAB National Committees, BRs	2016-2025	Number of Member States whose national legislation refers to BRs. Number of references to BRs in policies and/or programmes

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
	A3.2. Support effective governance and management structures in each BR	Financial and human resources provided to the designated authority or mechanism that implements the BR management policy/plan	National and subnational authorities	2016-2025	Number of BRs with adequate annual budgets and staff
A4 Research, practical learning and training opportunities that support the management of BRs and sustainable development in BRs	A4.1. Establish partnerships with universities/research institutions to undertake research	Partnerships established, maintained, and reinforced. Capacity building events organized.	BRs, MAB National Committees, <i>Partner universities, research institutions, etc.</i>	By the end of 2020	Number of strategic and functional partnerships. Number of publications. Number of training and capacity building events
	A4.2. Establish partnerships with educational and training institutions to undertake education, training and capacity building activities aimed at BR stakeholders, including managers, taking into account the SDGs	Partnerships established, maintained, and reinforced. Education and training courses and programmes implemented	BRs, MAB National Committees, National UNESCO Commissions, <i>Educational and training institutions including those involved in the Global Action Programme (GAP) on ESD</i>	By the end of 2020	Number of partnerships. Number of training events and programmes at national and BR levels
	A4.3 Provide adequate research infrastructure in each BR	Research activities undertaken and research outputs generated that inform BR management and increase knowledge	BRs, MAB National Committees, National UNESCO Commissions	By the end of 2020	Number of research outputs generated that are applicable to management and training
	A4.4. Identify, and disseminate good practices for sustainable development, and identify and eliminate unsustainable practices in BRs	Good practices identified through research, and shared to inform BR management	BRs, MAB Committees <i>Partner universities, research institutes, private enterprises, etc.</i>	2016-2025	Number of good practices identified. Number of unsustainable practices eliminated
	A4.5. Encourage managers, local communities and other BR stakeholders to collaborate in designing and implementing projects that inform the management and sustainable development of their BR	Collaborative research projects undertaken. Results of research integrated in management plans	BRs, national and subnational authorities, <i>Research institutions</i>	2016-2025	Number of BRs with collaborative research projects Number of development actions informed by research
A5. Financial sustainability of BRs	A5.1. Develop a business plan for each BR including, generation of revenues and effective partnerships with potential funders	BR business plan developed	BRs, MAB National Committees, National UNESCO Commissions, National and subnational Authorities	By the end of 2018	Number of BRs with business plan

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
	A5.2. Implement the BR business plan to produce revenues	BR business plan implemented	BRs, National authorities, other stakeholders	2019-2025	Proportion of BR budget generated by BR Number of BRs with sustained funding
	A5.3. Strengthen national and subnational financial contributions to BRs	National and/or subnational commitment to funding BRs published	MAB National Committees, National and subnational Authorities	2016-2025	Number of BRs with sustained funding
A6. The effective functioning of the World Network of Biosphere Reserves, with all BRs complying with its Statutory Framework	A6.1. Implement an effective periodic review process as defined in the Statutory Framework	Periodic review process implemented in line with the Statutory Framework	National and subnational Authorities, BRs, MAB National Committees, National UNESCO Commissions	2016-2025	Number of BRs that comply with Statutory Framework on the basis of periodic review reports submitted on time
	A6.2. Apply adaptive management processes in BRs	Adaptive management processes applied by BRs	BRs, National and subnational Authorities	2016-2025	Number of BRs that apply adaptive management principles, as evidenced by periodic review reports
A7 BRs recognized as sources and stewards of ecosystem services	A7.1. Identify ecosystem services and facilitate their long-term provision, including those contributing to health and wellbeing	Actions to facilitate the provision of ecosystem services from BRs implemented	Member States, National and subnational Authorities, BRs	2016-2025	Quality and quantity of ecosystem services provided by BRs, as indicated in periodic reviews
	A7.2. Implement mechanisms for the equitable payment for ecosystem services (PES)	Equitable PES mechanisms in BRs implemented	Member States, National and subnational Authorities, and BRs	2016-2025	Number of BRs where PES schemes are implemented
	A7.3. Implement programmes to preserve, maintain and promote species and varieties of economic and/or cultural value and that underpin the provision of ecosystem services	Initiatives with these goals or that include these goals among others implemented	BRs, Member States, subnational Authorities, other stakeholders	2016-2025	Number of initiatives per BR targeted to improve the status of species of economic and/or cultural value

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
Strategic Action Area B. Inclusive, dynamic and result-oriented collaboration and networking within the MAB Programme and the World Network of Biosphere Reserves					
B1. Effective BR managers/ coordinators and engaged stakeholders of BRs	B1.1. Organize global education, capacity building and training programmes	Global education, capacity building and training programmes established and operational	MAB Secretariat, Regional and thematic MAB networks	2016-2025	Number of programmes established. Number of events and participants
	B1.2. Organize regional education, capacity building and training programmes	Regional education, capacity building and training programmes established and operational, including University courses	MAB Secretariat, UNESCO Field Offices, Regional and thematic networks, MAB National Committees, National UNESCO Commissions <i>Universities</i>	2016-2025	Number of programmes established. Number of events and participants, and BRs represented
B2. Inclusive regional and thematic networks	B2.1. Ensure the participation of all relevant stakeholders in regional and thematic networks	Regional and thematic network meetings have taken steps to ensure broader participation of stakeholders	Regional and thematic networks	2016-2025	Number and diversity of participants in networks
B3. Regional and thematic networks with adequate resources	B3.1. Develop a business plan for each network	Network business plan developed	Regional and thematic networks	By the end of 2018	Number of networks with business plan
B4. Effective regional and thematic level collaboration	B4.1. Create opportunities for collaborative research, implementation and monitoring	Working Groups established to develop collaborative research projects and activities	Regional and thematic networks	2016-2025	Number of Working Groups established Number of collaborative activities
B5. Visibility of regional and thematic networks and their activities	B5.1. Disseminate results of network activities internally, and externally, including cases of good practice in BRs	Network reports produced, web and social media information generated	Regional and thematic networks	2016-2025	Frequency and nature of communication activity for each network
B.6. Transnational and transboundary cooperation between BRs	B6.1. Create and implement twinning arrangements between BRs in different countries	Operational twinning arrangements established	Member States, National Authorities, BRs, National MAB Committees	By the end of 2018	Number of twinning arrangements
	B6.2. Designate and implement transboundary BRs (TBRs)	TBRs designated and implemented	Member States, National Authorities, National MAB Committees	By the end of 2020	Number of TBRs
B.7 An active and open interdisciplinary network of scientists sharing MAB vision and mission	B7.1. Establish an international network-of scientists, working in and with BRs, that engages with national and other international networks of scientists	International network of scientists active in and with BRs established	Scientists in National MAB Committees, regional and thematic networks <i>Other scientists working in/with BRs</i>	By the end of 2017	Number and profile of members of the network. Formal links between the network and other international networks of scientists
	B7.2. Develop a joint research and knowledge exchange agenda for the international network	Joint research and knowledge exchange agenda developed	Scientists in National MAB Committees, BRs, regional and thematic networks	By the end of 2019	Quality and content of the joint research agenda. Number of activities undertaken by the network

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
Strategic Action Area C. Effective external partnerships and sufficient and sustainable funding for the MAB Programme and the World Network of Biosphere Reserves					
C1. Adequate resources for the MAB programme and the WNBR	C1.1. Prepare a business and a marketing plan to be endorsed by the ICC	Draft business and marketing plan presented to the ICC for adoption	MAB Secretariat	Before MAB ICC in 2018	Plan endorsed by ICC
	C1.2. Implement the business and marketing plan	Business and marketing plan implemented	All MAB stakeholders	Starting in 2018	Financial resources mobilized
C2. Recognition of the MAB Programme as a key partner within UNESCO and with other international organizations and relevant conventions	C2.1. Create and realise opportunities for collaboration and partnerships within UNESCO	Partnerships between MAB and other UNESCO programmes and entities established, maintained, and/or reinforced MAB Programme and BRs referred to in C/4 and C/5	MAB Secretariat, networks and MAB National Committees, National Commissions for UNESCO	2016-25	Number of collaborations and partnerships within UNESCO
	C2.2. Create opportunities for collaboration and partnerships with international programmes and relevant conventions	Proposals developed and discussed with international programmes and relevant conventions concerning collaboration and partnerships	MAB Secretariat, networks and MAB National Committees, National Commissions for UNESCO	By the end of 2017	Number of collaborations and partnerships with international programmes
C3. BRs and regional networks generating their own revenues	C3.1. Support capacity building in approaches to generate revenue	Capacity building events on approaches to generate revenue organized	MAB Secretariat, regional networks, National agencies	2016-2025	Number of events organized. Number of participants
	C3.2. Promote partnerships to raise funds from external entities with objectives that are compatible with those of the MAB Programme	Partnerships established and funds mobilized for projects that target the application of policies or programmes external to BRs	BRs, groups of BRs, MAB National Committees, regional networks	2016-2025	Number of BRs and regional networks with activities funded through partnerships
C4. Recognition of the MAB Programme as a key partner by private sector	C4.1. Develop guidelines on private sector partnerships for national committees and BRs	Operational guidelines developed	MAB Secretariat, MAB National Committees	Before MAB ICC in 2018	Adoption of guidelines by ICC in 2018
	C4.2. Create opportunities for collaboration and partnerships with private sector which are open, accountable and sustainable	Partnerships with private sector established, maintained and/or reinforced	All MAB stakeholders	2018-2025	Number of collaborations and partnerships with private sector
C5. Recognition that the MAB Programme contributes to the delivery of the objectives of national, regional funding programs	C5.1. Create opportunities for projects and activities funded by national and regional funding agencies	Project proposals prepared targeting national and regional funding agencies in line with shared objectives	Member States, National MAB Committees, National UNESCO Commissions BRs	2016-2025	Number of projects funded by national and regional funding mechanisms

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
C6. Entrepreneurs and social enterprises contribute to BR activities	C6.1. Provide guidance and training to entrepreneurs and social enterprises on involvement in BRs	Guidance and training provided to entrepreneurs and social enterprises	National MAB Committees, National UNESCO Commissions, MAB Secretariat, national agencies, <i>Business sector, Universities, research institutions</i>	2016-2025	Number of countries that provide guidance. Number of entrepreneurs reached
	C6.2. Create opportunities for entrepreneurs and social enterprises in BRs, including training, incentives and public procurement	Entrepreneurs and social enterprises provided with ideas, partnerships and mechanisms to engage with BRs	BRs <i>Social enterprises, entrepreneurs, academics</i>	2016-2025	Number of businesses and enterprises involved with BRs Number of mechanisms established that connect entrepreneurs to BRs Reduced proportion of public funding in BR budgets
C7. Recognition of BRs nationally and internationally	C7.1. Establish a strengthened global BR brand with associated national guidelines	Global BR brand established with associated national guidelines	MAB Secretariat, National MAB Committees	By the end of 2018	Official launch of the brand and guidelines
	C7.2. Use the brand in products and services in line with national guidelines	BR brand used in marketing of goods and services in line with national guidelines	BRs, MAB Secretariat, National Authorities, National MAB Committees <i>Business sector Social enterprises</i>	2019-2025	Number of products and services that carry the BR brand
C8. Enhanced synergies between BRs	C8.1. Encourage joint promotion and marketing of BR products and services among BRs and beyond	Information exchanged on the availability of goods and services in BRs and joint schemes implemented	National Authorities, BRs <i>Business sector</i>	2016-2025	Number of joint marketing schemes established. Number of products and services available in the framework of these schemes

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
Strategic Action Area D. Comprehensive, modern, open, and transparent communication, information and data sharing					
D1. Full availability of MAB documents, data, information and other material	D1.1. Implement the open access policy adopted by the ICC in 2014	Open access established to MAB documents, data, information and other materials	MAB Secretariat, Networks, Member States, National Authorities, MAB National Committees, National UNESCO Commissions, BRs	By the end of 2016	Online availability of documents data and other materials. Number of countries implementing the open access policy
D2. Increased awareness of all aspects of the MAB Programme	D2.1. Create a communication strategy and an action plan	Communication strategy and action plan created	MAB Secretariat, National and subnational Authorities, and MAB National Committees	By the end of 2018	Communication strategy and action plan endorsed by ICC
	D2.2. Implement the communication action plan	Communication and action plan implemented	MAB Secretariat, National Authorities, and MAB National Committees, BRs, regional networks	2019--2025	Visibility of MAB as measured by: Number of visitors to MAB and BR web sites. Number of downloads of MAB-related documents. Number of MAB-related references in international media
	D2.3. Implement a coordinated publications programme to facilitate data and knowledge sharing	Coordinated publications programme implemented	MAB Secretariat	2016-2025	Number of publications produced
	D2.4. Effectively implement the MAB web site (MABNet).	MABNet established and operational as the key communication, data and information hub for MAB, with a clear data policy	MAB Secretariat	2016-2025	Content on MABNet is continually updated. Number of visitors of MABNet. Number of downloads of MAB-related documents.
D3. Broader Engagement and outreach	D3.1. Use social media and other novel information and communication technologies	Social media and other novel information and communication technologies in place and operational	National Authorities, All MAB stakeholders	2016-2025	Number of MAB stakeholders who use social media and other technologies Average number of posts, blogs, documents and other activities

Outcome	Action	Outputs	Primary responsibility*	Time range	Performance indicator
Strategic Action Area E. Effective governance of and within the MAB Programme and the World Network of Biosphere Reserves					
E1 Strong support for the implementation of the MAB programme from the governments of Member States	E1.1. Ensure the active participation of at least one representative of each ICC Member State at each MAB ICC session	Effective and democratic ICC sessions	Member States, National Authorities, MAB National Committees, National UNESCO Commissions	2016-25	Number of Member States represented at each ICC
	E1.2. Provide institutional support and resources to ensure that each MAB Committee can carry out its mission	National MAB Committees provided with resources ensuring their functioning	Member States, National Authorities, National UNESCO Commissions	2016-25	Number of MAB Committees with adequate funding
E2 MAB National Committees have a trans-disciplinary membership	E2.1. Ensure that each MAB national committee has a well-balanced composition	National MAB Committees composed of a well-balanced membership reflecting the transdisciplinary nature of MAB and ensuring the participation of BRs	MAB National Committees, Member States, National Authorities, National UNESCO Commissions	2016-25	Numbers of sectors, agencies and disciplines within each MAB Committee
E3. Regular progress updates by Member States and monitoring of the Action Plan	E3.1. Submit a biennial report to the ICC covering progress made in each Member State, using a template provided by the MAB secretariat	Biennial reports submitted to the ICC using a template based on performance indicators provided by the MAB Secretariat. Monitoring report generated by the MAB Secretariat on the basis of national reports	Member States, National Authorities, MAB National Committees, National UNESCO Commissions, MAB Secretariat	2016-2025	Number of Member States that submit national reports. Biennial reports and monitoring report available on MABnet
	E3.2. Evaluate mid-term implementation of the action plan	Mid-term evaluation conducted and discussed among MAB stakeholders, providing the basis for implementation of the second half of the action plan	MAB Secretariat in consultation with UNESCO IOS	2020	Mid-term evaluation report is available. Evaluation report is presented and discussed at the ICC.
E4. Effective functioning of regional and thematic networks	E4.1. Develop plan with objectives, performance assessment mechanism and timeframe for each regional and thematic network	Plans with objectives and performance assessment mechanisms developed by regional and thematic networks	Regional and thematic networks	By the end of 2017	Number of networks with adequate plans
	E4.2. Submit an annual report to the ICC on performance of the regional and thematic network	Annual performance reports submitted to the ICC by regional and thematic networks	Regional and thematic networks	2017-2025	Proportion of networks that submit performance report. Proportion of annual regional and thematic network reports available on MABnet