



GALLOWAY AND  
SOUTHERN AYRSHIRE  
BIOSPHERE



# Strategic Plan 2017 - 2022

Final September 2016

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## Introduction

The Galloway and Southern Ayrshire Biosphere Partnership was established as a Scottish Charitable Incorporated Organisation (SCIO) following the designation of the Biosphere by UNESCO in 2012. The aim of the Biosphere is to develop sustainable and innovative solutions and projects to support the natural heritage and rural communities of South West Scotland.

The Biosphere status does not affect other existing designations but creates a forum for cooperation, discussion and innovation. Comprising of representation from the public, private, community and third sector, the Partnership aims to promote a more sustainable and balanced use of natural, cultural and social assets for the benefit of local communities and businesses.

This prestigious award is recognition by UNESCO through the Man and the Biosphere (MAB) Programme that a sustainable way of living is not only possible but already happening in south-west Scotland. The implementation of this operational plan will help deliver ambitious goals and build on what has already been achieved.

This strategy reflects on the strategic objectives that the Biosphere has developed and the launch of the MAB Lima Strategy 2016 – 2025 which redefines the aims and objectives of the MAB programme.

## Vision

***To demonstrate our passion for living in a way that benefits people and nature.***

## Mission Statement

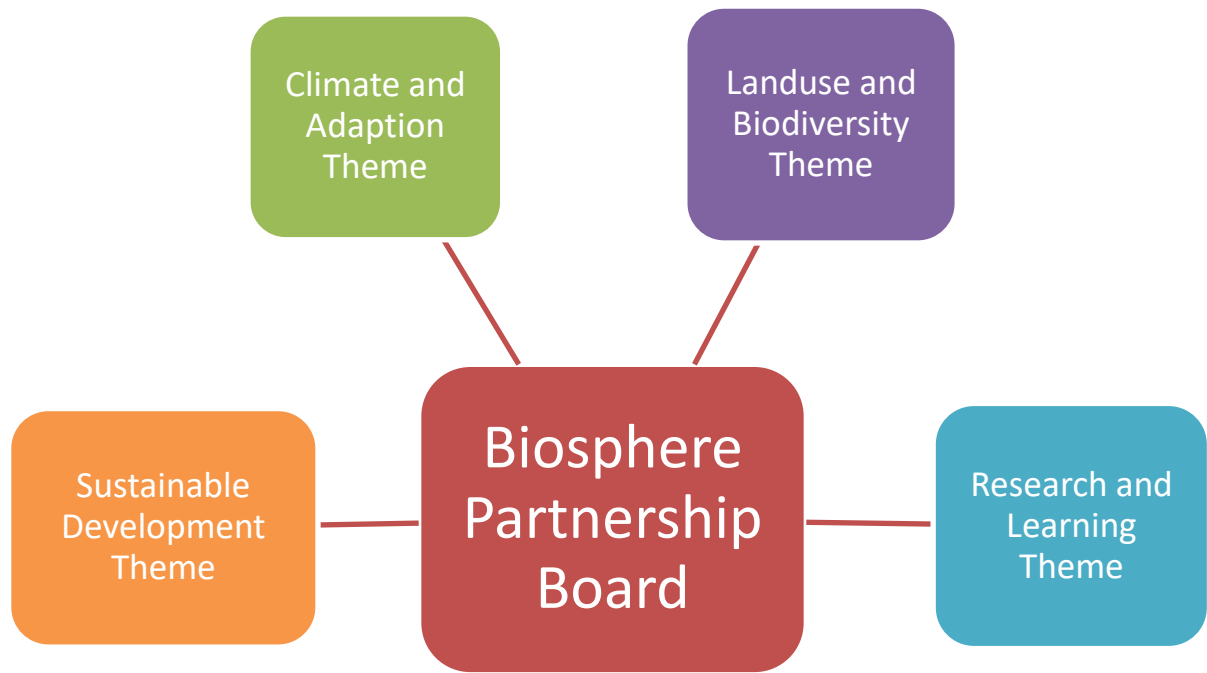
***The Galloway and Southern Ayrshire Biosphere promotes a balanced relationship between human interaction and the natural environment, through the establishment of effective partnerships, community engagement, innovative projects, research and learning. Ensuring that local communities act collaboratively and responsibly to build thriving sustainable societies in harmony with their natural surroundings.***

## Galloway and Southern Ayrshire Delivery Model

To support the delivery of the strategic plan, the Galloway and Southern Ayrshire Biosphere Partnership board continues to evolve, to meet emerging challenges, and ensure that support and resources, are available to effectively deliver the range of operational targets established to maximise the benefits of the Biosphere designation locally.

The delivery model is centred on the Biosphere Partnership Board which reflects the involvement of a broad range of interest groups and stakeholders. This core group provides the strategic direction, promotion and engagement for the Biosphere, allowing effective engagement at all levels from Local to international, ensuring that the Galloway and Southern Ayrshire Biosphere acts as an exemplar for rural sustainable development.

To support delivery the Biosphere Partnership Board is supported through thematic focus activities; it is proposed that these activities are focused on 4 key areas of work delivered through the MAB programme. The Thematic activities reflect a more focused interest in a particular area and have the flexibility to bring on additional stakeholders that add value to achieving the objectives of the Biosphere.



## MAB Strategic Objectives

The MAB programme has evolved over time reflecting the changing impacts that societies have on the natural environment and has utilised the lessons learned from previous programmes to reflect and focus efforts on key areas to provide maximum benefits, connectivity and collaboration. MAB's strategic objectives for 2016 -2025 derive directly from the three functions of Biosphere reserves identified in the statutory framework for the World Network of Biosphere Reserves (WNBR) and the key global challenge of climate change, identified in the Madrid Action Plan for Biosphere Reserves;



1. Conserve Biodiversity, Restore and Enhance Ecosystem Services and Foster the Sustainable Use of Natural Resources

2. Contribute to Building Sustainable, Healthy and Equitable Societies, Economies and Thriving Human Settlements



3. Facilitate Sustainability Science and Education for Sustainable Development

4. Support Mitigation and Adaption to Climate Change and other aspects of Global Environmental Change



## Thematic Objectives

To support the delivery of these goals we need to interpret and focus these locally to ensure that the Biosphere Partnership Board can engage with local communities, businesses and stakeholders to ensure buy-in and support for the delivery programme over the next 5 years. The Biosphere Partnership Board has developed this Strategic plan to provide a framework for activities within the Biosphere to influence the allocation of resources and prioritise actions to promote the Biosphere as a catalyst for sustainable rural development.



## Biosphere Partnership Board and Engagement

- *Provides clear guidance on the governing principles of the Biosphere Partnership and delivery models to maximise the benefits delivered within the Biosphere*
- *Demonstrates the values of the Biosphere , the framework for engaging with key stakeholders at all levels, whilst outlining the Biosphere brand and message consistently*



Climate and Adaption	Landuse and Biodiversity	Research and Learning	Sustainable Development
<p><i>To implement and monitor the delivery of the Climate Ready Biosphere Action Plan, engaging with local stakeholders and communities to build resilience</i></p> <p><i>To utilise the Biosphere as a pilot for climate and adaption projects allowing monitoring of ecosystem changes</i></p>	<p><i>Creating the ability to enhance and protect the regions natural resources, through effective and positive management and engagement. Working to establish a baseline and improve the natural capital of the Biosphere.</i></p> <p><i>Identification of key iconic species and habitats within the Biosphere through the development of a management plan and action plan to support focused research, monitoring and projects</i></p>	<p><i>Establish partnerships with Universities and research institutions to undertake targeted research within the Biosphere</i></p> <p><i>Identify and disseminate good practices for sustainable development and identify and eliminate unsustainable practices within the Biosphere</i></p>	<p><i>To encourage local communities and other Biosphere stakeholders to collaborate in designing and implementing projects that inform sustainable development and can act as ambassadors for the Biosphere</i></p> <p><i>To support the development of sustainable business growth through connecting businesses, collaboration and knowledge exchange both locally and globally that adds value to local produce and services</i></p>

The strategy will form the basis of monitoring the development of the Biosphere until 2022, with annual performance reports created which review the range of activities and outputs that the Biosphere has supported and delivered. The Strategy will be reviewed and evaluated regularly to allow it to be amended and updated to reflect progress and new opportunities.

The Biosphere reflects a broad spectrum of interests and stakeholders, consideration on the delivery of activities within the strategy will be undertaken and where appropriate lead agencies and stakeholders identified to ensure that resources are maximised and the delivery is through an established collaborative partnership network.

The Biosphere will seek to engage, influence and support the development of local, national and international policies, strategies and legislation, working closely with communities and businesses to identify local champions that can demonstrate the value of the biosphere and provide best practice examples and guidance to inspire other.

The UNESCO Man and Biosphere programme recognised our regions special and unique environment and that locally communities are working to develop new and practical solutions to the challenges of sustainability, to ensure that our Biosphere adapts to the changes and remains a positive influence for future generations.



The Galloway and Southern Ayrshire Biosphere aims within 5 years to be recognised as one of the leading learning laboratories within the current UNESCO biosphere programme, acting as a model and exemplar for other biospheres to follow.





## Strategic Plan 2016 - 2022

**Biosphere Partnership Board:** *Providing clear guidance and strategic direction to maximise the benefits delivered within the Biosphere, whilst demonstrating the values of the Biosphere and creating a positive framework for engaging with local communities and stakeholders to promote the ethos of the Biosphere clearly.*

**Position Statement:** *Galloway and Southern Ayrshire Biosphere Partnership's structure is based on the Scottish Charitable Incorporated Organisations governance model established in 2013. The Biosphere Partnership has started to work to maintain productive aspects of this structure and maintain appropriate governance processes and protocols. The Biosphere Partnership's role is to remain a strong independent and trusted voice locally that can promote, connect and communicate the aims, objectives and opportunities associated with the Biosphere status to the relevant groups and stakeholders. In 2016 we will seek to consolidate the role of the Biosphere Partnership Board and Trustees and their engagement with key stakeholders and partners in order to support future development opportunities locally.*

*The Sense of Place toolkit was produced to support the Biosphere Partnership in establishing greater links and awareness of the Biosphere with local communities groups and agencies. Communication is a cross-cutting activity that runs throughout the work of the Galloway and Southern Ayrshire Biosphere Partnership. In 2014 a Communication Plan was produced to provide guidance and a recommended framework for managing communication with external audiences.*

Outcome	Objectives	Key Organisation	Link to MAB Strategy (Appendix 1)	Link to Scottish Government Outcomes (Appendix 2)
1.1 Solid partnerships within and outside the region deliver the ability for the Galloway and Southern Ayrshire Biosphere to accelerate the achievement of biosphere goals.	1.1.1 Partnerships are reviewed and expanded to enact key activities and projects in each of the biosphere goal areas (conservation, sustainable development, research and learning and climate change).	Biosphere Partnership Board	A3.1 / A3.2 / B2.1	SG02/SG03 / SG011/SG012
	1.1.2 Active engagement with Local Government Agencies, Scottish Government and the UK Government to promote the GSA Biosphere and to seek engagement through policy development	Biosphere Partnership Board	A3.1 / A5.3 / B2.1 / C3.2/ C5.1	SG016
	1.1.3 Identifying opportunities to collaboratively work with other Biosphere Reserves learning from their experiences	Biosphere Partnership Board	A4.4 / B4.1 / B6.1 / C4.2	SG01, SG013

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<p><b>1.2</b> Refinement and renewal of the Galloway and Southern Ayrshire Biosphere governance model in partnership with private, public, third sector and communities, providing a long term vision for the GSA Biosphere.</p>	<p><i>and sharing good practice</i></p> <p><b>1.2.1</b> Membership, sponsorship and funding opportunities explored and utilised for expanding engagement and support (including sponsorships, grants etc.)</p>	Biosphere Partnership Board	<b>A5.1 / A5.2 / C3.2 / C4.2</b>	SG02/ SG011
	<p><b>1.2.2</b> Governance structure reviewed in keeping with both SCIO and UNESCO protocols and contemporary best practice.</p>	Biosphere Partnership Board	<b>A3.2 / D1.1</b>	SG011
	<p><b>1.2.3</b> Review the operational capacity of the Biosphere; work with partners to secure funding streams that support the effective delivery of the Biosphere's core objectives through adequate resources (financial and human).</p>	Biosphere Partnership Board	<b>A5.1 /A5.2/ A5.3 / B3.1</b>	SG02 / SG011 / SG016
	<p><b>1.2.4</b> Development and agreement of the <b>GSA Biosphere Strategic Plan</b>, incorporation of UNESCO MAB Strategy 2016 – 2022 strategic Action Areas as a mechanism for monitoring progress and reporting.</p>	Biosphere Partnership Board	<b>A2.3 /E4.1 / E4.2</b>	SG01
	<p><b>1.2.5</b> Continue to implement effective monitoring of the activities within the GSA Biosphere to support the development and submission of a periodic review</p>	Biosphere Partnership Board	<b>A2.3 / A6.1 / A6.2 / B5.1 / E.4.1 / E4.2</b>	SG02 /SG012
	<p><b>1.3</b> Create resources for raising awareness and understanding of the Biosphere</p>	Biosphere Partnership Board	<b>D2.1 / D2.2 / D3.1</b>	SG010 / SG011 / SG012
	<p><b>1.3.1</b> Continue to develop and implement communications plan including website, 'info pack', brand criteria, brand 'exemplars', Biosphere 'itineraries' and 'flyer'</p>			SG03 / SG010 / SG012

<p><b>1.4</b> Partners and others promote the Biosphere status</p>	<p><b>1.3.2</b> Active promotion of the GSA Biosphere as pilot sites/test beds for projects that actively support the UNESCO Sustainable Development Goals (SDG's) and projects that actively contribute to the creation of multilateral Environmental Agreements (MEA's).</p> <p><b>1.4.1</b> Explore opportunities to include GSAB in partner's interpretation and marketing.</p> <p><b>1.4.2</b> Engage proactively with local stakeholders, visitors and wider audiences</p> <p><b>1.4.3</b> Continue to develop the Sense of Place approach to engage with communities &amp; businesses</p> <p><b>1.4.4.</b> Promote the GSA Biosphere through effective use of the Website and social media, ensure that links are openly available to disseminate information on local issues and wider MAB and UNESCO functionality</p>	<p>Biosphere Partnership Board</p> <p>Biosphere Partnership Board, Visit Scotland &amp; LA's</p> <p>Biosphere Partnership Board, Visit Scotland &amp; LA's</p> <p>Biosphere Partnership Board</p> <p>Biosphere Partnership Board</p>	<p><b>A1.1 / A1.2</b></p> <p><b>D2.2</b></p> <p><b>D2.2</b></p> <p><b>D2.2 / D3.1</b></p> <p><b>B5.1 / D1.1 / D2.2 /D3.1</b></p>	<p>SGO11 / SGO16</p> <p>SGO11</p> <p>SG02/ SGO11</p> <p>SGO3 / SGO11</p>
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## Climate and Adaption: *Working to pilot and promote strategies and projects focusing on climate adaption and mitigation across the Galloway and Southern Ayrshire Biosphere.*

**Position Statement:** *The Climate within the Biosphere has been changing as a result of external influences creating weather events that have had significant impacts on the local communities and environment, from flooding events to tree diseases. In 2014 the GSA Biosphere started working on creating a Climate Ready Biosphere strategy and action plan in response to the changes experienced to try and raise awareness and coordinate action across the Biosphere to maximise the benefits. The Climate Ready Biosphere project was support by Adaptation Scotland and Sniffer, consultation workshops where held across the Biosphere to engage key stakeholders. In 2015 the Climate Ready Biosphere Strategy and Action Plan was formally adopted and launched. Climate continues to impact locally and through opportunities highlighted within the action plan the Biosphere will continue to identify key opportunities and partners to actively work to adapt local communities and mitigate the worst effects of climate change where possible.*

Outcome	Objectives	Key Organisation	Link to MAB Strategy (Appendix 1)	Link to Scottish Government Outcomes (Appendix 2)
1.1 Local communities and businesses take action to address awareness of Climate Change issues locally	<p><b>1.1.1 Promote the <i>Climate Ready Biosphere Strategy and Action Plan</i> within the Biosphere</b></p> <p><b>1.1.2 Engage with Local Authority sustainability Teams and resilience teams to integrate the Biosphere into community and business engagement</b></p>	<p>Climate and Adaption Thematic Group, LA's, CCC</p> <p>Biosphere Partnership Board, SEPA, LA's FCS, SNH</p>	<p><b>A1.4</b></p> <p><b>A1.4 / A1.5 / A4.4</b></p>	<p><b>SGO10 / SGO14</b></p> <p><b>SGO10 / SGO16</b></p>
1.2 Key stakeholders and partners support the development and implementation of Climate and Adaption related projects within the GSA Biosphere	<p><b>1.2.1 To work to secure delivery funding for Climate Change and Adaption projects identified with the GSA Biosphere</b></p>	<p>LA's, CCC, SEPA, SNH, FCS</p>	<p><b>A1.4 / A1.5 / A1.6 / A4.4 / A4.5 / A7.1 / A7.3</b></p>	<p><b>SGO11 / SGO14 / SGO16</b></p>
1.3 The GSA Biosphere is viewed as a priority site for observing and implementing climate change research, monitoring, mitigation and adaption projects	<p><b>1.3.1 Work with partners, Stakeholders, communities and public agencies to implement the Climate Ready Biosphere Action Plan and monitor activities and targets for annual reporting</b></p>	<p>Biosphere Partnership Board, LA's, CCC, National Centre for Resilience, SEPA, SNH, FCS</p>	<p><b>A1.4 / A1.5 / A1.6 / A4.4 / D3.1</b></p>	<p><b>SGO11 / SGO14 / SGO16</b></p>

**Landuse and Biodiversity:** *Promoting and creating opportunities to enhance and protect the regions natural resources, through effective and positive management and engagement*

**Position Statement:** *During 2012 the GSABR identified and mapped the priority species and habitats within the core and the buffer zones through a process of research and stakeholder consultation. In parallel to this process the whole of the biosphere was baseline mapped for ecosystem services. GSA Biosphere aspires to use this data to promote and encourage an integrated land use approach with stakeholders in the biosphere the creation and launch of the Natural heritage Management Plan in 2016 has started the next stage of engagement with a focus on the creation of an Action Plan to focus resources throughout the Biosphere.*

Outcome	Objectives	Key Organisation	Link to MAB Strategy (Appendix 1)	Link to Scottish Government Outcomes (Appendix 2)
1.1 GSAB Natural Heritage Management Plan objectives achieved	<p><b>1.1.1</b> Work with local experts, agencies and stakeholders to ensure GSAB Natural Heritage Management Plan objectives are included in partner management plans</p> <p><b>1.1.2</b> Work with partners and stakeholders to inform funding and decision making processes and applications to support key projects that preserve, maintain or promote habitats and species</p> <p><b>1.1.3</b> Use the ecosystem services approach to inform project development in GSAB.</p>	<p>Biodiversity and Conservation Thematic Group, FCS, SNH, RSPB, SEPA, DGERC</p> <p>Biodiversity and Conservation Thematic Group, Public agencies and Local Wildlife interest groups</p> <p>Biosphere Partnership Board, SNH, FCS, SEPA</p>	<p><b>A1.3 / A4.4/ A4.5 /A7.3</b></p> <p><b>A1.3 / A7.1 / A7.3 / C5.1</b></p> <p><b>A7.1 / A7.3</b></p>	<p><b>SGO12 / SGO16</b></p> <p><b>SGO11 / SGO12</b></p> <p><b>SGO2 / SGO3 / SGO11 / SGO12 / SGO14</b></p>
1.2 Local communities are aware and understand the value of the natural heritage in the Biosphere	<p><b>1.2.1</b> Work with communities and local stakeholders that support the Biosphere approach to enable them to take responsibility for adding to the value of their local biodiversity and natural capital</p> <p><b>1.2.2</b> Develop events and projects that enhance the natural habitats and that support sustainable use of the natural environment to contribute to the health and wellbeing of the local community</p>	<p>Biosphere Partnership Board</p> <p>Biodiversity and Conservation Thematic Group, FCS, SNH, SEPA, DGERC and local wildlife interest groups</p>	<p><b>A4.5 / D3.1</b></p> <p><b>A1.3 / A4.5 / A7.1 / A7.3</b></p>	<p><b>SGO11</b></p> <p><b>SGO6 / SGO11/ SGO12</b></p>
1.3 Share good environmental practices	<p><b>1.3.1</b> Develop a range of case studies and research opportunities to support good practices of species and habitat management in the GSA Biosphere</p>	<p>Biodiversity and Conservation Thematic Group, FCS, SNH, SEPA, DGERC and local wildlife interest groups</p>	<p><b>A1.3 / A4.3 / A4.4 / A4.5</b></p>	<p><b>SGO3 / SGO12</b></p>

## Research and Learning: *Networking and Knowledge, including research, monitoring and education to support the development of a knowledge base and the mechanisms to share and learn*

**Position Statement:** A research strategy was produced in 2014 to support one of the key pillars of the Biosphere. Led by the University of Glasgow it encompassed the opportunities and ambitions of the biosphere and partners. Good research and knowledge exchange is essential to inform the work of the Galloway and Southern Ayrshire Biosphere Partnership. Better informed partners, communities and practitioners will help provide a sound basis for learning and positive action, engagement throughout local communities and learning establishments is critical to raising awareness and opportunities to the work of the Biosphere. The research strategy is being reviewed in 2016 and in addition to the opportunities for integrated research within the Biosphere there will be the focus on wider educational activity linked to the Biosphere its designation and the role that the natural environment plays to support sustainable rural development.

Outcome	Objectives	Key Organisation	Link to MAB Strategy (Appendix 1)	Link to Scottish Government Outcomes (Appendix 2)
1.1 Education establishments actively seek to use GSAB as a focus for their learning programs.	<p>1.1.1 Raise awareness of the opportunities that GSAB offers for volunteers, school staff, pupils and practitioners</p> <p>1.1.2 Establish partnerships with Universities/research institutions to coordinate research, linked to the revised <b>Biosphere Research Strategy</b></p>	<p>Biosphere Partnership Board, LA's Colleges</p> <p>Research and Learning Thematic Group, LA's, CCC, Universities &amp; Colleges</p>	<p>A4.2 / B1.1 / B1.2</p> <p>A4.1 / A4.3 / B4.1 / B5.1 / B7.2</p>	<p>SG03 / SG04 / SG05</p> <p>SG03</p>
1.2 Encourage knowledge exchange and networking between partners and with other Biosphere Reserve staff	<p>1.2.1 Participate in knowledge exchange sessions with partners and other Biosphere Reserve staff</p> <p>1.2.2 Produce case studies that highlight areas of development within the GSA Biosphere as best practice to actively engage with other Biosphere and stakeholders</p>	<p>Biosphere Partnership Board</p> <p>Biosphere Partnership Board, LA's and public agencies</p>	<p>A4.4 / B4.1 / B5.1 / B6.1</p> <p>B5.1</p>	<p>SG01 / SG03 / SG04 / SG013</p> <p>SG03</p> <p>SG03</p>
1.3 Ensure that good data informs decision making and champion research and monitoring	<p>1.3.1 Identification and use of relevant data within the Biosphere, including the creation of a socio economic assessment to provide additional baseline information.</p> <p>1.3.2 Identify key research needs and work with partners to encourage further research and monitoring</p>	<p>Biosphere Partnership Board, LA's and public agencies CCC, Universities &amp; Colleges</p> <p>Biosphere Partnership Board, LA's and public agencies CCC, Universities &amp; Colleges</p>	<p>D1.1 / D2.2</p> <p>A4.3 / A4.5 / B2.1 / B4.1</p>	<p>SG03</p> <p>SG03</p>



**Sustainable Development:** *Encouraging local communities, businesses and other Biosphere stakeholders to understand and value their natural environment, increase awareness of the Biosphere allowing collaboration in designing and implementing projects that support sustainable development and business growth.*

**Position Statement:** *The Biosphere designation is focused on community engagement and empowerment with local communities identifying with the Biospheres objectives and influencing the activities which are delivered throughout it, the Biosphere endorses and supports a bottom up approach with communities being supported and facilitated through the Biosphere to become more sustainable and resilient. The GSA Biosphere has worked with communities across the region to raise awareness of the Biosphere and the opportunities associated with the designation, as part of the Biosphere Charter work has started to create Biosphere Communities, it is anticipated that working with communities to expand the network of Biosphere communities in 2016 is a key priority*

*During 2012-13 a number of business case studies that demonstrated synergy with the Biosphere ethos were produced along with an evening conference “Doing Business in the Biosphere”. It recognised that key to the success of the Biosphere is creating positive reasons for business to engage and use the Biosphere identity to add value to their products and services. During 2016 GSA Biosphere will seek to develop strong relationships within the business community, developing biosphere orientated opportunities that businesses need and want.*

Outcome	Objectives	Key Organisation	Link to MAB Strategy (Appendix 1)	Link to Scottish Government Outcomes (Appendix 2)
1.1 Raised awareness of the Biosphere designation and MAB programme	1.1.1 To promote the GSA Biosphere through the engagement of local communities and businesses using the Biosphere Charter	Biosphere Partnership Board and charter partners	C7.2/ D2.2 / D3.1	SG02 / SGO11
	1.1.2 To actively support communities in identifying with the Biosphere through developing links and partnerships with community focused agencies and organisations.	Biosphere Partnership Board, LA's, SCVO etc.	A4.5 / D2.2 / D3.1	SGO11 / SGO16
	1.1.3 to work with key local stakeholders to create Biosphere Communities signage	Biosphere Partnership Board and local communities	C7.2 / D2.2 / D3.1	SGO11
	1.2 Businesses see value in promoting their association with GSAB	Biosphere Partnership Board	D2.1 / D2.2	SGO2 / SGO11
	1.2.2 Identify opportunities locally within the Biosphere to utilise joint promotion and marketing of the Biosphere and existing associated products and services	Biosphere Partnership Board	A1.1 / C4.1 / C7.2 / C8.1	SGO2 / SGO14

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<p><b>1.3</b> Businesses develop new products or promotions based on their sustainable links to the Biosphere Reserve</p> <p><b>1.4</b> Share business good practice</p> <p><b>1.5</b> Work with local networks within the Biosphere that can promote green/sustainable/social economy initiatives</p> <p><b>1.6</b> To facilitate communities use of and understanding of the natural environment and Biosphere</p>	<p><b>1.3.1</b> Development of a <b>Biosphere Business engagement strategy</b></p> <p><b>1.3.2</b> Develop working partnership with key businesses reflecting the diverse rural economy within the Biosphere, provide additional support and guidance to businesses and social enterprises to maximise the opportunities within the Biosphere</p> <p><b>1.4.1</b> Develop case studies from businesses 'within the Biosphere Reserve</p> <p><b>1.5.1</b> Identify sustainable development opportunities within the GSA Biosphere. Encourage and disseminate best practice to maximise opportunities for growth</p> <p><b>1.6.1</b> To support Biosphere Communities in developing their access to the natural environment, engaging local stakeholders to support project delivery</p>	<p>Biosphere Partnership Board</p> <p>Biosphere Partnership Board</p> <p>Biosphere Partnership Board</p> <p>Biosphere Partnership Board, Social Enterprise Networks, NFUS, Visit Scotland etc.</p> <p>Communities Thematic Group, LA's and public agencies</p>	<p><b>C6.1 / C6.2</b></p> <p><b>A1.1 / C6.1 / C6.2 / C7.2 / C8.1</b></p> <p><b>A1.5 / A4.4 / B2.1 / B5.1 / D2.2 / D3.1</b></p> <p><b>A1.1 / B2.1 / C4.2 / C6.1 / C6.2</b></p> <p><b>A4.5 / A7.3 / D2.2 / D3.1</b></p>	<p><b>SG02 / SGO10 / SGO14</b></p> <p><b>SG02/ SGO10 / SGO14</b></p> <p><b>SG02 / SG03 / SGO14</b></p> <p><b>SG01 / SGO2 / SGO14</b></p> <p><b>SG010 / SGO11 / SGO12</b></p>
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**Appendix 1 - Lima Action Plan as endorsed by the 4th World Congress of Biosphere Reserves on 17 March 2016, and as adopted by the 28th MAB ICC on 19 March 2016, Lima, Peru.**

Strategic Action Area A. The World Network of Biosphere Reserves consisting of effectively functioning models for sustainable development	
<b>A1. Biosphere Reserves (BRs) recognized as models contributing to the implementation of Sustainable Development Goals (SDGs) and Multilateral Environmental Agreements (MEAs)</b>	A1.1. Promote BRs as sites that actively contribute to achieving the SDGs
	A1.2. Promote BRs as sites that actively contribute to implementing MEAs, including the Aichi Biodiversity Targets
	A1.3. Establish alliances at local, regional, international levels for biodiversity conservation and benefits to local people, taking into consideration the rights of indigenous people
	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
	A1.5. Promote green/sustainable/social economy initiatives inside BRs
	A1.6. Undertake research and ensure the long-term conservation of the socio-ecological systems of BRs including restoration and appropriate management of degraded ecosystems
<b>A2. Open and participatory selection, Planning and implementation of BRs.</b>	A2.1 Provide guidelines to enable Member States to apply the BR concept and implement the Action Plan effectively
	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.
	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
	A2.4. Ensure that BRs have clear communication plans and mechanisms to implement these
<b>A3 Integration of BRs into relevant legislation, policies and/or programmes complemented by support for the functioning of BRs</b>	A3.1 Recognise BRs in legislation, policies and/or programmes at national and/or subnational levels
	A3.2. Support effective governance and management structures in each BR

<b>A4 Research, practical learning and training opportunities that support the management of BRs and sustainable development in BRs</b>	A4.1. Establish partnerships with universities / research institutions to undertake research, especially UNESCO Chairs and Centres
	A4.2. Establish partnerships with educational and training institutions, especially UNESCO Chairs, Centres and Associated schools, to undertake education, training and capacity building activities aimed at BR stakeholders, including managers and rights holders, taking into account the SDGs
	A4.3 Provide adequate research infrastructure in each BR
	A4.4. Identify, and disseminate good practices for sustainable development, and identify and eliminate unsustainable practices in BRs
	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
<b>A5. Financial sustainability of BRs</b>	A5.1. Develop a business plan for each BR including, generation of revenues and effective partnerships with potential funders
	A5.2. Implement the BR business plan to produce revenues
	A5.3. Strengthen national and subnational financial contributions to BRs
<b>A6. The effective functioning of the World Network of Biosphere Reserves, with all BRs complying with its Statutory Framework</b>	A6.1. Implement an effective periodic review process as defined in the Statutory Framework
	A6.2. Apply adaptive management processes in BRs
<b>A7. BRs recognized as sources and stewards of ecosystem services</b>	A7.1. Identify ecosystem services and facilitate their long-term provision, including those contributing to health and wellbeing
	A7.2. Implement mechanisms for the equitable payment for ecosystem services (PES)
	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
<b>Strategic Action Area B. Inclusive, dynamic and result-oriented collaboration and networking within the MAB Programme and the World Network of Biosphere Reserves</b>	
<b>B1. Effective BR managers/ coordinators and engaged stakeholders of BRs</b>	B1.1. Organize global education, capacity building and training programmes
	B1.2. Organize regional education, capacity building and training programmes
<b>B2. Inclusive regional and thematic networks</b>	B2.1. Ensure the participation of all relevant Stakeholders in regional and thematic networks
<b>B3. Regional and thematic networks with adequate resources</b>	B3.1. Develop a business plan for each network
<b>B4. Effective regional and thematic level collaboration</b>	B4.1. Create opportunities for collaborative research, implementation and monitoring
<b>B5. Visibility of regional and thematic networks and their activities</b>	B5.1. Disseminate results of network activities internally, and externally, including cases of good practice in BRs
<b>B.6. Transnational and transboundary Cooperation between BRs</b>	B6.1. Create and implement twinning arrangements between BRs in different countries
	B6.2. Designate and implement transboundary BRs (TBRs)

<b>B.7 An active and open interdisciplinary network of scientists/ knowledge holders sharing MAB vision and mission</b>	B7.1. Establish an international network of scientists/knowledge holders working in and with BRs, that engages with national and other international networks of scientists/knowledge holders
	B7.2. Develop a joint research and knowledge exchange agenda for the international network
<b>Strategic Action Area C. Effective external partnerships and sufficient and sustainable funding for the MAB Programme and the World Network of Biosphere Reserves</b>	
<b>C1. Adequate resources for the MAB programme and the WNBR</b>	C1.1. Prepare a business and a marketing plan to be endorsed by the ICC
	C1.2. Implement the business and marketing plan
<b>C2. Recognition of the MAB Programme as a key partner within UNESCO and with other international organizations and relevant conventions</b>	C2.1. Create and realise opportunities for collaboration and partnerships within UNESCO
	C2.2. Create opportunities for collaboration and partnerships with international programmes and relevant conventions
<b>C3. BRs and regional networks generating their own revenues</b>	C3.1. Support capacity building in approaches to generate revenue
	C3.2. Promote partnerships to raise funds from external entities with objectives that are compatible with those of the MAB Programme
<b>C4. Recognition of the MAB Programme as a key partner by private sector</b>	C4.1. Develop guidelines on private sector partnerships for national committees and BRs
	C4.2. Create opportunities for collaboration and partnerships with private sector which are open, accountable and sustainable
<b>C5. Recognition that the MAB Programme contributes to the delivery of the objectives of national, regional funding programs</b>	C5.1. Create opportunities for projects and activities funded by national and regional funding agencies
<b>C6. Entrepreneurs and social enterprises contribute to BR activities</b>	C6.1. Provide guidance and training to entrepreneurs and social enterprises on involvement in BRs
	C6.2. Create opportunities for entrepreneurs and social enterprises in BRs, including training, incentives and public procurement
<b>C7. Recognition of BRs nationally and internationally</b>	C7.1. Undertake an analysis of a strengthened global BR brand, and establish this, with associated national guidelines
	C7.2. Use the brand in products and services in line with national guidelines
<b>C8. Enhanced synergies between BRs</b>	C8.1. Encourage joint promotion and marketing of BR products and services among BRs and beyond
<b>Strategic Action Area D. Comprehensive, modern, open, and transparent communication, information and data sharing</b>	
<b>D1. Full availability of MAB documents, data, information and other material</b>	D1.1. Implement the open access policy adopted by the ICC in 2014
<b>D2. Increased awareness of all aspects of the MAB Programme</b>	D2.1. Create a communication strategy and an action plan
	D2.2. Implement the communication action plan

	D2.3. Implement a coordinated publications programme to facilitate data and knowledge sharing
	D2.4. Effectively implements the MAB web site (MABNet).
<b>D3. Broader Engagement and outreach</b>	D3.1. Use social media and other novel information and communication technologies
<b>Strategic Action Area E. Effective governance of and within the MAB Programme and the World Network of Biosphere Reserves</b>	
<b>E1 Strong support for the implementation of the MAB programme from the governments of Member States</b>	E1.1. Ensure the active participation of at least one representative of each ICC Member State at each MAB ICC session
	E1.2. Provide institutional support and resources to ensure that each MAB Committee and National BR network can carry out its mission
<b>E2 MAB National Committees have a trans-disciplinary membership</b>	E2.1. Ensure that each MAB national committee has a transdisciplinary and representative composition
<b>E3. Regular progress updates by Member States and monitoring of the Action Plan</b>	E3.1. Submit a biennial report to the ICC covering progress made in each Member State, using a template provided by the MAB secretariat
	E3.2. Evaluate mid-term implementation of the action plan
<b>E4. Effective functioning of regional and thematic networks</b>	E4.1. Develop plan with objectives, performance assessment mechanism and timeframe for each regional and thematic network
	E4.2. Submit an annual report to the ICC on performance of the regional and thematic network



## Appendix 2

### Scottish Government Strategic Objectives

- [Wealthier and Fairer](#)  
Enable businesses and people to increase their wealth and more people to share fairly in that wealth.
- [Smarter](#)  
Expand opportunities for Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.
- [Healthier](#)  
Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.
- [Safer and Stronger](#)  
Help local communities to flourish, becoming stronger, safer place to live, offering improved opportunities and a better quality of life.
- [Greener](#)  
Improve Scotland's natural and built environment and the sustainable use and enjoyment of it.

### Scottish Government National Outcomes

National Outcomes	
SGO1	We live in a Scotland that is the most attractive place for doing <a href="#">business</a> in Europe.
SGO2	We realise our full economic potential with more and better <a href="#">employment opportunities</a> for our people.
SGO3	We are better educated, more skilled and more successful, renowned for our <a href="#">research and innovation</a> .
SGO4	Our <a href="#">young people</a> are successful learners, confident individuals, effective contributors and responsible citizens.
SGO5	Our <a href="#">children</a> have the best start in life and are ready to succeed.
SGO6	We live longer, <a href="#">healthier lives</a> .
SGO7	We have tackled the significant <a href="#">inequalities</a> in Scottish society.
SGO8	We have improved the life chances for <a href="#">children, young people and families</a> at risk.
SGO9	We live our lives safe from <a href="#">crime</a> , disorder and danger.
SGO10	We live in well-designed, <a href="#">sustainable places</a> where we are able to access the amenities and services we need.
SGO11	We have strong, resilient and supportive <a href="#">communities</a> where people take responsibility for their own actions and how they affect others.
SGO12	We value and enjoy our built and natural <a href="#">environment</a> and protect it and enhance it for future generations.
SGO13	We take pride in a strong, fair and inclusive <a href="#">national identity</a> .
SGO14	We reduce the local and global <a href="#">environmental impact</a> of our consumption and production.
SGO15	Our people are able to maintain their <a href="#">independence as they get older</a> and are able to access appropriate support when they need it.
SGO16	Our <a href="#">public services</a> are high quality, continually improving, efficient and responsive to local people's needs.



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