

Sub-Global Assessment Network



Sub-Global Assessment Network

3rd Annual Meeting Report

Bilbao, Spain

11 – 15 December 2011



Hosted by the SGA Network Secretariat in partnership with the University of the Basque Country, UNESCO Katedra and UNESCO Extea

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THE CROPPER FOUNDATION



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1 Report Summary

On 11th-15th December 2011 the Secretariat of the Sub-Global Assessment Network (SGA) convened the 3rd SGA Network Annual Meeting, in partnership with the University of the Basque Country, UNESCO Katedra and UNESO Etxea, at Bizkaza Aretao, Bilbao, Spain. Seventy-one members of the SGA network were present, representing 27 countries and 7 international organisations. A full list of attendees can be found in Appendix 1.

This meeting sought to bring together practitioners in the field of ecosystem assessments, to discuss the re-initiation and restructuring of the SGA Network, as well as share information on challenges, opportunities and lessons learnt in sub-global assessments. The overall objective of the meeting was to establish the key roles and activities of the SGA Network, including its new positioning within the global assessment landscape.

In particular, the meeting's objectives were:

1. To discuss how we (the Network members the Secretariat) will function and communicate as a Network, to facilitate knowledge and information sharing (Day 1)
2. To highlight our relationships with other organisations, and how we will work towards supporting them and other relevant global processes (Day 1)
3. To share lessons that have already been learnt in the science of assessments, including the primary challenges in ecosystems assessment and the potential solutions (Day 2 & 3)

Two additional outputs were also intended from this meeting:

1. A statement on how the SGAs can support the Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services (IPBES)
2. A compilation of lessons learnt by the SGAs

In order to facilitate the achievement of these objectives the meeting consisted of a combination of presentations, discussions and interactive sessions. Participants were seated in cabaret format in order to facilitate group work and encourage communication and collaboration.

This document intends to provide a summary of the activities undertaken and the topics covered at the meeting, as well as consolidate responses, distil conclusions and identify relevant actions for the Secretariat.

Overall conclusions

- The SGA Network seeks to create a common platform for practitioners (individuals and organizations) involved in ecosystem assessment at regional, sub-regional, national and sub-national levels and intends to promote and facilitate improved capacity in undertaking and using assessments.
- Through its members the Network holds a wide range of skills, knowledge and expertise including technical skills, application at multiple scales from local to national, established relationships with local stakeholders and communication of results.
- Members also recognise gaps in their knowledge such as in mainstreaming, fundraising, use of tools and cross-disciplinary methods.
- The Network's links with other relevant initiatives offer opportunities for data sharing, knowledge exchange, capacity building and regional hubs.
- The Network's website is a key communication tool for practitioners and should provide guidance on how to undertake assessments.
- A number of ways to communicate to an internal and external audience were identified including a quarterly newsletter to Network members and development of promotional tools for different audiences.
- There is general support for the rationale behind forming regional hubs within the network, with a clear understanding of the potential benefits and how they link to the needs of the Network. Some expressions of interest for hosting these hubs have been made.
- Sharing of experiences by members of the Network identified a large number of challenges (technical, political/institutional and process-based) in undertaking SGAs.
- Lessons learned were wide ranging and included the need for clear guidelines from the outset to direct the assessment approach; use of a participatory approach to involve stakeholders at each stage to create a demand-driven assessment; and having an understanding of political processes.
- These lessons learned will form the basis of a practical document for practitioners to be compiled by the Secretariat.
- As requested by the members, funding challenges were discussed. Potential solutions included building capacity for fundraising and proposal-writing, identifying the full range of possible donors and using a demand-driven, solution-based approach to engage them.
- The Network's activities will support processes such as IPBES by strengthening capacity at the national level using a learning-by-doing approach, as well as providing guidance on priority needs within SGAs. Efforts should be made to facilitate interaction and synergies between the SGA Network and IPBES, such as back-to-back meetings. Discussions from the meeting will help inform a statement from the SGA Network for the next IPBES plenary session.
- A major role of the SGA Network is to build capacity for undertaking assessments, through both exchange of experiences and knowledge and through workshops. Capacity building in the areas of ecosystem service indicators and valuation were identified as a high priority for the SGA community.
- Results of assessments need to be translated into policy-relevant information for mainstreaming. Outreach and communications to wider audiences, such as industry and the general public are also essential to capitalise on assessment work.
- Members of the Network identified a need to generally improve awareness and promote the importance of SGAs, in particular the implications of SGA results for ecosystem service users.

Summary of actions for the Secretariat

The meeting identified a number of actions for the Secretariat to consider and take forward to ensure the Network is proactive and addresses with the needs of its members. These actions include:

- To build further links with related networks and initiatives, particularly TEEB and ESP, to assist in capacity building, access to data and expertise, mainstreaming, and to insure collaboration rather than duplicating work.
- To continue to develop the website primarily as a tool for practitioners, whilst maintaining the potential for expansion and diversification to target different users and serve additional purposes in the future.
- To encourage SGAs to submit timely and accurate information to be made available to the rest of the Network, primarily via the website, and facilitate transparency and information sharing.
- To develop additional tools for internal and external communication, including a quarterly newsletter and various promotional tools directed at relevant audiences.
- To develop contacts with UNEP regional offices, national focal points, and other relevant structures to further explore how they can support our activities.
- To initiate and develop a group of Network experts/mentors, and explore how this group can best support Network members.
- To continue work towards regional hubs by carrying out pilot testing in the Americas and providing support for other hubs as they develop.
- To use the lessons learned identified in the meeting to develop practical tools and guidelines for SGA practitioners, including a separate publication on lessons learned in sub-global assessments.
- To compose a first draft of an IPBES statement to be circulated amongst Network members for editing and approval.
- To continue to build capacity for undertaking assessments, via the organisation of workshops and the support of independent collaborative activities and mentoring amongst Network members, and to prioritise capacity building for ecosystem service indicators and valuation.
- To think about creating capacity building opportunities for other relevant sectors such industry and decision-makers to support communication of results and mainstreaming.
- To ensure the future growth and structuring of the Network is harmonious with other relevant bodies and processes.
- To look in to developing suggestions for meta-analysis of results and standardising concepts, tools and methodologies (particularly indicators) across the network in the future.
- To maintain links with and use lessons from relevant mainstreaming initiatives, such as ProEcoServ and PEI, to support better application and mainstreaming of all SGA results and

The workshop concluded with a field trip to the Urdaibai Biosphere reserve, where participants were able to directly experience and gain knowledge on Biscay's ecosystem services, as well as discuss the outcomes of the meeting and other relevant assessment topics in an informal setting.

A full meeting programme can be found in Appendix2.

This report and additional material from the workshop can be found at www.ecosystemassessments.net

2 Background

Sub-Global Assessments (SGAs) were set up as a component of the Millennium Ecosystem Assessment (MA) in order to acknowledge the multi-scale nature of global environmental change and to attempt to reconcile local to global perspectives and decision making.

The Sub-Global Assessment Network (hereafter to be called the 'SGA Network' or 'the Network') was set up as a follow-up to the MA sub-global component, to maintain communications and momentum within SGAs. Following recent re-structuring and re-initiation of the Network, it now goes beyond this, expanding to incorporate additional members and looking to increase its impact in the future.

Overall, the SGA Network seeks to create a common platform for practitioners (individuals and organisations) involved in ecosystem assessment at regional, sub-regional, national and sub-national levels. The intention is to promote and facilitate improved capacity in undertaking and using assessments. Achievements of the SGA Network will support relevant global processes such as the Intergovernmental Science-policy Platform on Biodiversity and Ecosystem Services (IPBES) and the Multilateral Environmental Agreements (MEA).

2.1 Objectives of SGA Network 3rd Annual Meeting

The SGA Network 3rd Annual Meeting (hereafter to be called the 'meeting') was the first meeting organised by the Network's new Secretariat provided by UNEP World Conservation Monitoring Programme (www.unep-wcmc.org) and supported by The Cropper Foundation (www.thecropperfoundation.org). This meeting aimed to bring together practitioners in the field of ecosystem assessments, to discuss the re-initiation and re-structuring of the SGA Network, as well as share information on challenges, opportunities and lessons learnt in sub-global assessments. The overall objective of the meeting was to establish the key roles and activities of the SGA Network, including its new positioning within the global assessment landscape.

More specifically, the meeting sought to:

1. Discuss how we (the Network members and Secretariat) will function and communicate as a Network, to facilitate knowledge and information sharing (Day 1)
2. Highlight our relationships with other organisations, and how we will work towards supporting them and other relevant global processes (Day 1)
3. Share lessons that have already been learnt in the science of assessments, including the primary challenges in ecosystems assessment and the potential solutions (Day 2 & 3)

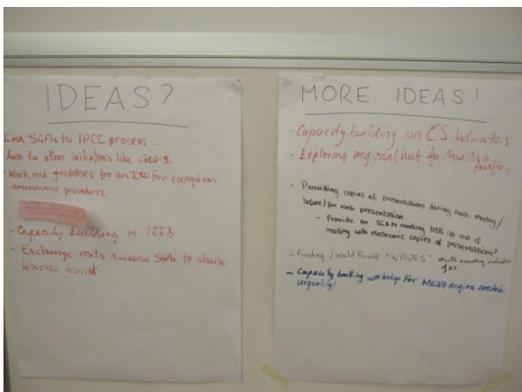
Two outputs are also envisaged from this meeting:

1. A statement on how the SGAs can support IPBES
2. A compilation of lessons learnt by the SGAs

2.2 Execution of the meeting

The meeting took place over four days and involved a combination of presentations, discussions, interactive sessions and informal visits showcasing the ecosystem services of Bilbao. Various facilitatory methods were used throughout, to maintain organisation and to direct and encourage contributions from all participants;

- Participants were seated in cabaret format in order to facilitate group work and discussions.
- Each session was directed by a Chair, to lead topics and discussions and provide concluding remarks.
- Presentations were based on suggestions and offers from the meeting participants prior to the meeting. They aimed to highlight specific ideas, knowledge and lessons learned relevant to each session to invoke thoughts and insights in later discussions.
- Brief questionnaires and note-cards were used in interactive sessions and group discussions, to direct answers towards useful contributions and to enable information to be extracted on multiple levels, from individual to group.
- Large posters were used to consolidate these outputs and left on the walls for the remainder of the meeting. This facilitated information exchange between individuals and enabled primary information to be collected by the Secretariat.
- Poster sessions during coffee-breaks allowed participants to showcase and discuss their SGA work in more details in an informal setting. Brief, non-compulsory presentations were given on the posters on the final day. A list of the posters can be found in Appendix 3.
- An 'ideas board' available for participants to make comments and suggestions throughout the meeting. Suggestions from this can be found in Appendix 4.
- Non-compulsory visits outside of the sessions enabled an informal environment for individual networking and discussion, as well as direct, practical experience of Biscay's ecosystem services



3 Opening session

The meeting began with welcome remarks from:

- Iosu Madariaga (Deputy of the regional Government of Bizkaia);
- Iratxe Amiano (Director of social responsibility of the University of the Basque Country) ;
- Mikel Mancisidor (Director of UNESCO centre in the Basque Country) ;
- Prof. Miren Onaindia (Professor on ecology and coordinator of the UNESCO Chair on Sustainable Development and Environmental Education of the University of the Basque Country) ; and
- Dr. Matthew Walpole (SGA Secretariat and Head of Ecosystems Assessment Programme, UNEP-WCMC).

This provided an opportunity to welcome all meeting participants to Bilbao, thank hosts, guests and organisers, and briefly reflect on the importance of the meeting and the wider significance of the SGA Network.

4 Our Network

The first session intended to establish the purpose of the Network. Given the recent changes and restructuring of the Network it was necessary to provide an overview of revised objectives and positioning. This also functioned as an opportunity for Network members to introduce themselves and discuss their roles and expectations of the Network, within this new context.

4.1 Revised objectives and the scope of the Network

The session began with a presentation from Dr. Claire Brown (SGA Network Secretariat, UNEP-WCMC), re-introducing the Network. This aimed to update Network members on the current position of the Network, as well as provided an overview of existing and intended activities for the future. The presentation covered the following topics:

- The objectives of the Network
- Who the Network is aimed at
- The governance structure
- Planned activities for 2012:
 - Communication
 - Understanding the SGAs
 - Technical support to SGAs
 - Links to other processes
 - Monitoring
 - Fundraising



Summary

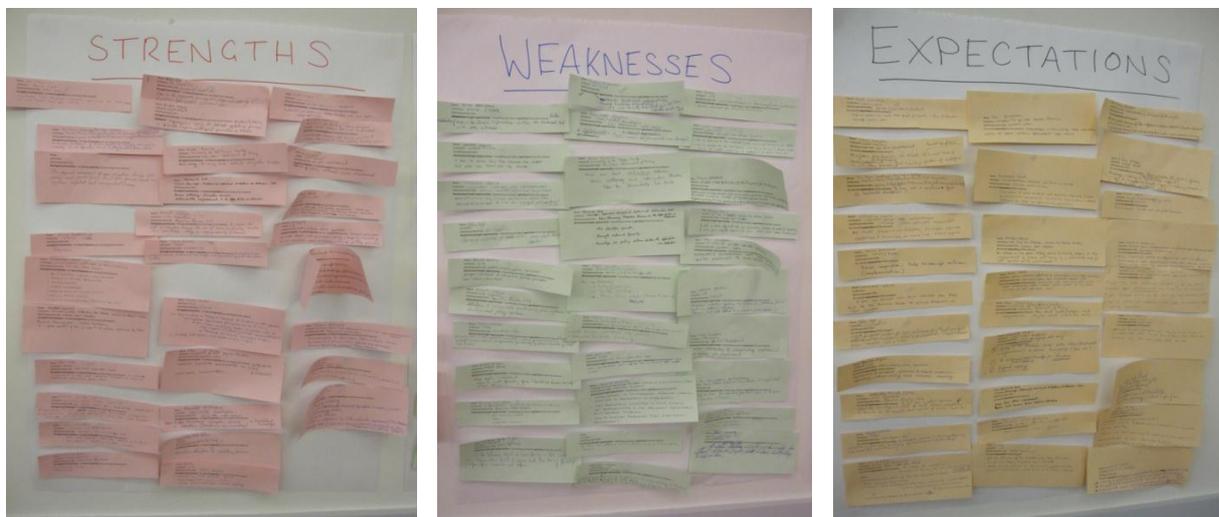
- The SGA Network aims to create a common platform for practitioners to:
 - Build capacity to undertake and use assessments
 - Facilitate learning and exchange between and amongst SGA practitioners
 - Support relevant global processes
- The Network is aimed at practitioners with a range of experiences:
 - Completed and current ecosystem assessment
 - New ecosystem assessments
 - Initiatives using specialised assessment approaches for decision-making
 - Project developing tools and approaches for assessments
 - TEEB national studies through links with the TEEB network
- The organisational structure consists of an Advisory Committee, a Secretariat (UNEP-WCMC and The Cropper Foundation) and the Network members.
- There are various activities planned for 2012 to enable us to action these objectives.

4.2 Establishing the role of the SGAs in the Network

In the context of the overview presented participants were invited to think about, articulate and briefly discuss their expectations of the Network and their perceived role within the Network. This began on an individual level facilitated by three mini questionnaires to direct thoughts and contributions, outlining the following questions:

- **Strengths/contributions** – an area of expertise you can bring to the Network
- **Weaknesses/sought opportunities** – something you hope to gain/learn from the network
- An overall **expectation** of the Network

Once the questions had been answered individually, roundtable introductions and sharing of answers was carried out at a group level by each table. A spokesperson from each group then delivered a summary of their group's contributions to the entire meeting. Individual questionnaires were attached to collective posters around the room.



Responses from participants varied in specificity and detail (See Appendix 4), however the following key points were extracted:

Summary

If we consider the individual input of each member, the Network as a whole holds a wide range of skills, knowledge and expertise:

- Technical knowledge and skills including but not limited to ecological assessments/dynamics, economic/social valuation, mapping and modelling, scenario development, indicator development, participatory management.
- Established and well understood methodologies from the MA, incorporating a multidisciplinary approach.
- Experience of assessments and initiatives at varying and multiple scales, in diverse natural, social, economic and political environments.
- Institutional memory with established relationships among a network of experts and organizations with channels into major relevant global processes.
- Skills in communications and networking with an appreciation of the importance of mainstreaming outcomes into policy and practice.

On the other hand, with a wide variety of assessments and high degrees of specialist knowledge, gaps and limitations develop:

- Mainstreaming, outreach and follow up represent the primary development needs; limited understanding of science-policy integration; limited capacity to effectively communicate results; and inability to mainstream results into policy, through contact with decision makers are common challenges for many network members.
- Funding is a major limitation, with little knowledge of sources and application processes.
- Opportunities are also sought to improve understanding and use of tools, particularly valuation, trade-off analysis and indicators.
- There is a need to develop cross-disciplinary and cross-scale links, with applications on multiple scales – local to global and global to local.

Overall, the network offers huge potential for future sub-global assessments. However, in order to realise this potential individuals require support and development opportunities, and improved information flows between SGAs are essential. These needs are widely appreciated by the network members, with expectations largely focussed on improved communication and understanding, with the Network functioning as:

- A platform for collaboration and information sharing.
- A source of primary information, with capacity building opportunities and access to short-term expertise/mentoring.
- A means to legitimise and leverage individual assessments, for wider applicability and synergistic results.
- A source of links to relevant global processes.
- A 'community of practice' with common standards and protocols to facilitate collective results and impacts.

These points generally support the findings from members' strengths and weaknesses, paving the way for a productive and functional network.

5 Organisational Links

Within in the global assessment landscape there are numerous and varied networks and initiatives, which are closely related to the SGA Network. Many initiatives were suggested, and particular potential was highlighted for links with the Ecosystem Service Partnership, The Group on Earth Observations Biodiversity Observation Network, BiodiversityKnowledge, the Convention on Biological Diversity and the TEEB initiative.

An overview of some of these initiatives is necessary for clarification of the SGA Network's positioning and to draw attention to opportunities for collaboration and information sharing.

Representatives from four of the above organisations gave short presentations, followed by question and answer sessions, on a related initiatives and how they can link to the SGA Network.

All presentations are available to download from www.ecosystemassessments.net

5.1 Ecosystem Service Partnership

The Ecosystem Service Partnership ([ESP](http://www.es-partnership.org)) is a “Worldwide Network to enhance the science and practical application of ecosystem services assessment.”



An overview of the history and current position of ESP was given, along with aims and products of the initiative.

Aims and Products (“services”)

1. Provide a platform for **information exchange** (on meetings, databases, (valuation) methods, modeling, funding, etc)
2. Stimulate **Research Collaboration** (and harmonize ES assessment and valuation methods & applications)
3. Contribute to (international) **assessments** (eg TEEB, MA-SGA) and **policy advice** (eg. CBD, IPBES)
4. **Outreach, training, workshops, practical application** i.e. Capacity Building



Summary

ESP is primarily a network of scientists, academics and researchers. Through the following intended activities, ESP can provide knowledge and information which is useful and complementary to the aims of the SGA Network:

- Contribution to international assessments, such as SGAs, and provide policy advice for SGA-linked institutions such as IPBES and the Convention on Biological Diversity.
- Improved access to databases, which can assist data availability problems faced by many assessments.
- Development and refinement of concepts and tools, which can assist technical capacity building and standardization.
- Stimulation of dialogue between science, policy and practice, whilst also exemplifying and supporting the entire process of how ecosystems make services, from the biophysical level up to livelihoods, trade-offs, sustainable management and finance mechanisms. Both of which are essential for stakeholder engagement and SGA mainstreaming and application.
- Outreach and capacity building activities, which can also link in with and support SGA Network planned activities.
- Undertaking 'good practice' case studies, which can feed into databases and provide standards, examples and lessons for SGAs.
- In terms of Organisational Structure it is anticipated that the SGA Network can link in at the Steering Committee level, with the aim to provide a complementary rather than duplicating organization.

5.2 GEOBON

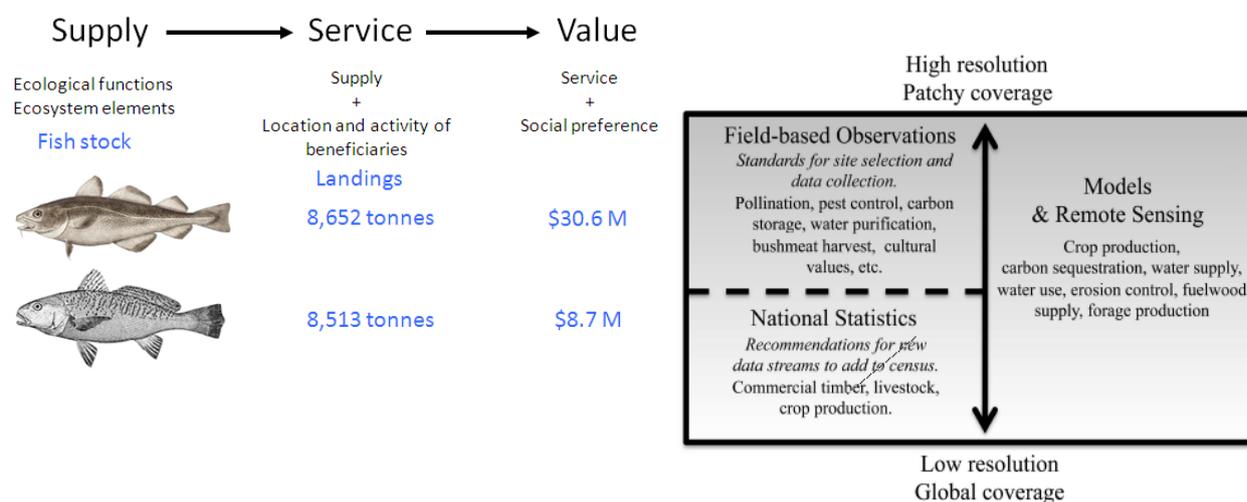
The Group on Earth Observations Biodiversity Observation Network ([GEOBON](#)) is a global partnership “to help collect, manage, analyse and report data relating to the status of the world’s biodiversity”, providing integrated datasets, models and forecasts.

GEOBON’s working group on ecosystem services is of particular relevance to the SGA Network. The conceptual framework is based on assessing and tracking supply, service and value as differentiated terms, with a ‘bottom-up’ approach using field based observations on varying scales.

GEOBON and the Sub-Global Assessment network



Belinda Reyers, Heather Tallis, Patty Balvanera



Summary

The overall aim of GEOBON is a co-ordinated effort to:

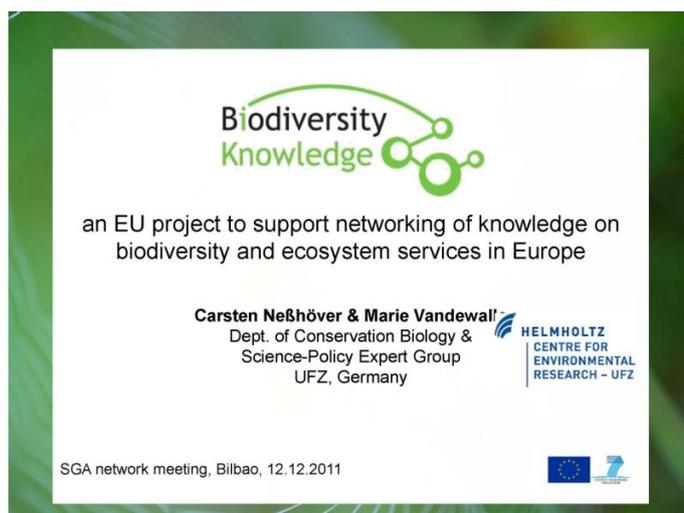
- Standardise collection of biodiversity and ecosystem service observations at local scales
- Identify new data streams to complement ongoing bottom-up observation efforts
- Make a whole greater than the sum of the parts.

Key points of particular relevance to the Network:

- SGAs may be able to provide data for GEOBON’s initiatives, while GEOBON’s conceptual frameworks and findings, such as standardised protocols, can feed into future SGA work.

5.3 BiodiversityKnowledge

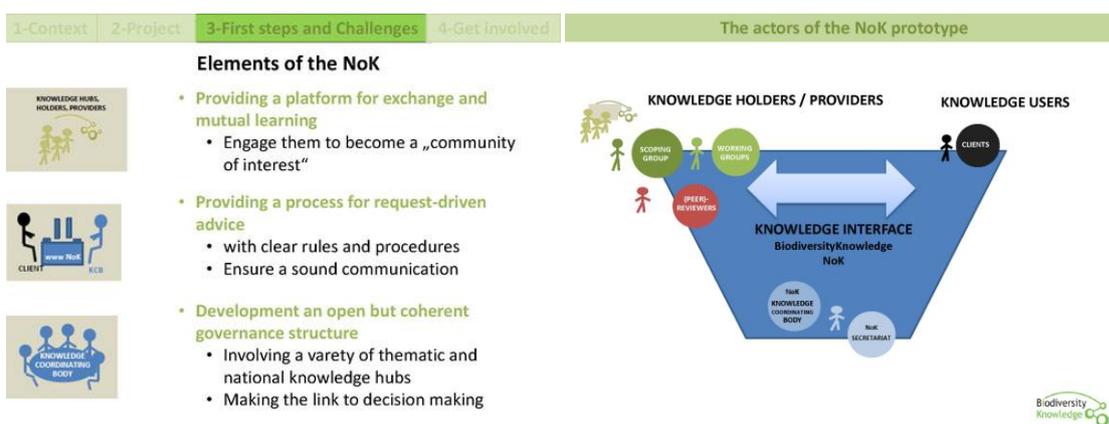
BiodiversityKnowledge is “an EU project to support networking of knowledge on biodiversity and ecosystem services in Europe”.



Summary

The overall aim of BiodiversityKnowledge is to create a platform to promote links between knowledge holders and policy and decision making by:

- Ensuring that the best available Knowledge is made available to Governments and other decision makers in Europe through developing a Network of Knowledge (NoK) for European expertise
- Improving the science-policy interface by helping to focus the support of science and scientists on the needs of those setting policy and making decisions



Key points of particular relevance to the SGA Network;

- BiodiversityKnowledge may form the basis for a European regional hub for SGAs.

5.4 The Strategic Plan for Biodiversity 2011-2020 and NBSAPs

The Convention on Biological Diversity (CBD) “encourages Parties and other Governments to conduct national and other sub-global assessments making use of the conceptual framework and methodologies of the Millennium Ecosystem Assessment, as appropriate, and invites the Global Environment Facility and bilateral and multilateral funding organizations, as appropriate, to provide funding for these assessments”.

Sub-global assessment network, 12 December, 2011.

Sub-Global Assessments, the Strategic Plan for Biodiversity 2011-2020 and NBSAPs

David Cooper
CBD Secretariat



Summary

- The Strategic Plan and National Biodiversity Strategies and Action Plans (NBSAPs) represent significant potential for SGAs:
 - Assessments could inform national targets and how to reach them.
 - Assessment processes could involve a range of stakeholders and generate ownership.
- Despite this potential, there are few links between assessment processes and decision making processes, and SGA and CBD communities.
- There are opportunities for improvement in the future with:
 - the Strategic Plan for Biodiversity 2011-2020 and Aichi Targets and processes to establish national targets and update NBSAPs
 - the re-launch of the SGA Network; and
 - the establishment of IPBES, with a sub-global focus.

Key points of particular relevance to the SGA Network:

- The mandate highlights promising opportunities for the SGA Network however appropriate links must be made.
- Building these links and working towards needs-driven assessments can improve stakeholder engagement; improve allocation and use of funds; and support mainstreaming and application of assessment results into national policy, ultimately feeding in to global plans and targets.

The various organisational links presented in this section highlighted a number of important actions for the Secretariat in order to make progress towards improved collaboration and taking advantage of the opportunities highlighted.

Actions for the Secretariat

- To build further links with ESP, particularly for supporting capacity building and access to expertise.
- To look into how SGAs can support GEOBON's ecosystem service work plan, and how their work plan can feed back into the SGA network's 'community of practice'.
- To explore BiodiversityKnowledge as the basis for a European hub, and look into conducting a pilot.
- To build links with CBD National Focal points and look into providing further support for feeding into NBSAPs and national planning.

6 Sharing Information

Communication and information sharing are the foundations of a valuable network: internal communication facilitates collaboration and capacity building; while external communication is essential for outreach, mainstreaming and promoting the Network to new members and related initiatives. This session addressed the current communication tools available to the Network (primarily the new website) and looked to explore other communication tools which may be useful. In addition the session ascertained what the Secretariat can do to assist in the Network's communications.

6.1 SGA Network website

A presentation by Lucy Simpson (SGA Network Secretariat, UNEP-WCMC) updated Network members on the recently launched SGA Network website (www.ecosystemassessments.net) and included an overview of both current content and plans for further development.



Summary

- The website currently contains the following sections (in varying degrees of completion):
 - About – objectives, history, relationship to MA, ecosystems assessments;
 - Network – governance and regional hubs;
 - Assessments – see bullet 2
 - Resources – including publications, tools, training material etc.;
 - Meetings & Events – including relevant international and SGA-specific dates;
 - News – updates from the network and publications;
 - Other Initiatives – summaries to links to related initiatives; and
 - Contact information of the Secretariat
- There are plans for an interactive mapping element:
 - Providing summary and detailed profiles of each SGA
 - SGAs will be searchable by country, SGA name or theme

Plans for interactive mapping of SGAs	Interactive mapping
<div style="background-color: #f0f0f0; padding: 5px;"> <p>Profile the SGAs</p> <p>Survey recently circulated</p> </div> 	<p>✓ Searchable by country, SGA name, theme e.g. provisioning services, marine, valuation</p> 

The presentation was followed by discussion and feedback broadly focussed on: the role(s) and audience(s) of the website, data availability and organisation, and how the members hope to see the website develop in the future (See Table 5.1.1).

Discussion topic	Points discussed	Conclusions	Actions for The Secretariat
The primary audience of the website	<ul style="list-style-type: none"> • Is the website for practitioners only or for policy makers too? <ul style="list-style-type: none"> ○ A tool for IPBES ○ A policy-maker relevant section ○ Can the site allow for 'clients' to post calls for certain information/assessments • Can the website be used as a 'PR tool' for other audiences <ul style="list-style-type: none"> ○ Funders ○ Students ○ Public 	<ul style="list-style-type: none"> • Currently the website should primarily a networking tool for practitioner but there is scope for expansion 	<ul style="list-style-type: none"> • Establish/improve the website at the most basic level as a tool for practitioners (through other highlighted actions) • Begin to think about actions for developing different sections for different users/purposes, particularly with a focus on promoting a demand driven approach.
The role of the website	<ul style="list-style-type: none"> • The website must have a functional purpose/unique selling point • Can the website facilitate basic capacity building and act as a 'how to' guide? 	<ul style="list-style-type: none"> • Information on how to undertake an assessment should be included <ul style="list-style-type: none"> ○ Basic concepts ○ Methodologies • Information on specific expertise (e.g. contact information) should be readily available, down to local levels so that practitioners know who is doing what and where. 	<ul style="list-style-type: none"> • Create a 'guidance' section for new assessments/practitioners <ul style="list-style-type: none"> ○ MA conceptual framework and other basic 'how to' information ○ Include lessons learned from this meeting ○ Contact details available for each SGA – searchable by different criteria ○ Contact information on specific expertise, down to local level
Data availability	<ul style="list-style-type: none"> • Availability of core datasets • Availability of SGA reports • Should the website have all available data or should it act as a directory, with links to the relevant sources? • Should the SGA community be free to upload their own information? • Process of updating website information is 	<ul style="list-style-type: none"> • Core data sets and MA sub-global report should be available • Individual SGA reports should be available • Mixed views on responsibility of adding content, though probably best to have 	<ul style="list-style-type: none"> • Add MA's <i>Ecosystems and Human Well-being: Multiscale Assessments, Volume 4</i> to the website • Add core datasets, as available on MA website • Explore further/make a decision on the amount of primary data available directly from the website and who holds

	<p>important</p> <ul style="list-style-type: none"> • Can each SGA set up one page with general information and contact details? 	<p>centralized control.</p> <ul style="list-style-type: none"> • Mixed views on the role of website as repository vs. directory • The Secretariat are already trying to make basic information and contact details available, collected via the SGA network survey and disseminated on the website via the interactive map 	<p>the burden of responsibility for providing/updating this.</p> <ul style="list-style-type: none"> • Encourage outstanding SGA's to complete the SGA Network survey and provide electronic copies of main reports • Complete interactive mapping element of website, ensuring basic information and contact details are available for each SGA, and SGAs are searchable by different criteria.
Data organisation	<ul style="list-style-type: none"> • Regional specialisation <ul style="list-style-type: none"> ○ Can information specific to a region be included on the site to help meet specific needs of users? ○ Languages 	<ul style="list-style-type: none"> • Regional specialisation of website dependent on formation of regional hubs • It would be beneficial to have the website and all resources available in multiple languages, but the capacity to action this is funding dependent. 	<ul style="list-style-type: none"> • Pilot regional hubs, and develop website accordingly • Upload all documents available in different languages and assess the capacity to translate the entire website into multiple languages

Table 5.1.1: Summary of the discussion on the SGA Network website

Summary

- There are clear benefits of using the website to target multiple users however it will be more constructive to focus on establishing and developing the website as a tool for practitioners to begin with, with scope for expansion in the future.
- The website should function to provide guidance on how to undertake assessments, and include
 - basic concepts/methodologies; and
 - contact information for experts in specific fields and/or regions.
- The website should facilitate and promote communication between Network members and other practitioners
- The role of the website as a data directory vs. a data repository is still unclear however basic information and contact details of all SGAs should be available, and filterable/searchable by different criteria. Centralized control for adding content will be maintained by the Secretariat.

The various points raised in the website discussion highlighted a number of actions for the Secretariat to develop the website into a more useful and useable communication tool for the Network.

Actions for the Secretariat

- To continue to develop the website as a tool for practitioners, whilst maintaining the potential for expansion and segmentation to target different users /serve additional purposes in the future.
- To develop an 'assessment guidance' section including basic concepts, methodologies and tools along with an 'expert directory'.
- To continue to improve data availability and encourage SGAs to submit up to date information.
- To create pages on the website for regionally specific content to support regional hubs.

6.2 Communication Needs

Additional forms of media are necessary to support the website as a communication tool. An interactive session aimed to encourage participants to think about the communication needs of the Network and actions the Network members and the Secretariat can take to facilitate both internal and external communication.

Suggestions were taken from the floor as to

- Who do we need to communicate with – who are our primary audiences? and
- How do we want to communicate – which media forms could be used?

A variety of audiences and media forms were identified (see Table 5.2.1).

Who	How
<ul style="list-style-type: none"> • Practitioners <ul style="list-style-type: none"> ○ Current members ○ New members ○ Beginners ○ Experts ○ Site managers • Policy makers • Global conventions/MEA Secretariats • Students • Public • Media • Funders • Private sector • Non-governmental organisations 	<ul style="list-style-type: none"> • Newsletter • Policy statements/briefs • Social media <ul style="list-style-type: none"> ○ Twitter ○ Facebook ○ YouTube • Forums • Presentations <ul style="list-style-type: none"> ○ Set of common presentations tailored for different audiences • Fact sheets <ul style="list-style-type: none"> ○ Set of common publications tailored for different audiences

Table 5.2.1 Summary of the open floor discussion on communication needs

Group discussions were instigated, directed by these initial suggestions. Feedback was requested on what each group saw as the Network's most important communication needs and what the Secretariat could do to facilitate this (See Table 5.2.2).

Audience	Key points	Actions for the Secretariat
Internal	<ul style="list-style-type: none"> • Added value of the website <ul style="list-style-type: none"> ○ Needs to engage members ○ Needs to provide useful/relevant content – suggestion of providing some data analysis/meta-analysis ○ Needs to reach useful/relevant external audiences 	<ul style="list-style-type: none"> • Create ‘guidance’ section on website • Explore possibility of coordinating collective data analysis • Think about actions for developing different sections for different users/purposes
Internal	<ul style="list-style-type: none"> • Newsletter <ul style="list-style-type: none"> ○ Quarterly ○ Very brief ○ Influences of assessments (successes, news headlines etc.) ○ Processes ○ Meetings, conferences, workshops 	<ul style="list-style-type: none"> • Take further steps to develop newsletter
Internal	<ul style="list-style-type: none"> • Dissemination of expertise and general guidance <ul style="list-style-type: none"> ○ Suggestion of network ‘professor(s)’ 	<ul style="list-style-type: none"> • Look into creating a group of expert mentors to provide advice and guide assessments
External	<ul style="list-style-type: none"> • General promotion of the network (at side events etc.) to create awareness and attract people to the network/website <ul style="list-style-type: none"> ○ Primarily aimed at practitioners 	<ul style="list-style-type: none"> • Make network promotional materials readily available to all members (leaflets, postcards, presentations) • Support network members to independently run SGA network side events
	<ul style="list-style-type: none"> • Direct contact with MEA focal points and UNEP regional offices 	<ul style="list-style-type: none"> • Identify network champions who can assist • Make template letters available to network members
External	<ul style="list-style-type: none"> • Wider promotion of the network’s activities and successes to create awareness and assist outreach and mainstreaming <ul style="list-style-type: none"> ○ Primarily aimed at general public, students etc. 	<ul style="list-style-type: none"> • Create new network promotional materials for different target audiences (leaflets, postcards, presentations)
External/Internal	<ul style="list-style-type: none"> • Suggestion of an international journal 	<ul style="list-style-type: none"> • Look into how we might go about developing this in the future/link in with other international journals

Table 5.2.2 Summary of the group discussion on communication need

Summary

- External communication could be improved by making more promotional tools available to Network members, with a range of media forms and versions directed at different audiences.
- Direct contact with MEA and CBD focal points could support stakeholder engagement and policy mainstreaming, promoting needs-driven assessments. UNEP regional offices may be able to facilitate this.
- Internal communication could be improved by further development of the website as discussed, and by the circulation of a brief quarterly newsletter.
- Internal dissemination of knowledge and expertise by Network ‘professors’ or mentors could support technical capacity and capacity building.

The various points raised in these discussions highlighted a number of actions for the Secretariat to facilitate internal and external communication of the Network.

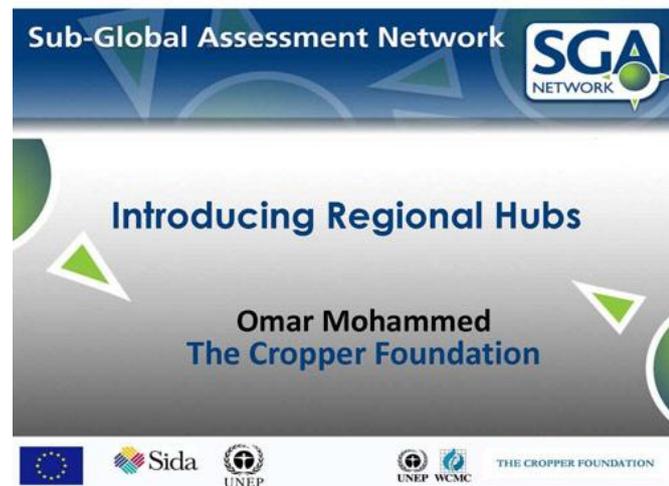
Actions for the Secretariat

- To develop a series of presentations, leaflets and videos, with different versions adapted to different audiences. These should be available to all Network members to support independent promotional activities.
- To develop template letters aimed at MEA and CBD focal points. These should be available to all Network members to support stakeholder buy in and mainstreaming.
- To develop contacts with UNEP regional offices, and further explore how they can support our activities
- To continue to develop the website, as detailed in Section 5.1.
- To develop a quarterly newsletter with further guidance from Network members on format and content
- To initiate and develop a group of Network experts/mentors, and explore how this could work and who would make up the group.

6.3 Regional Hubs

As the Network continues to expand regional hubs may facilitate our activities. An overview presentation of current ideas and plans was given by Omar Mohammed (SGA Network Secretariat, The Cropper Foundation) covering:

- the rationale for regional hubs;
- conceptual considerations;
- suggestions for administration; and
- pilot testing in the Americas



Summary

- Decentralization into regional hubs is intended to:
 - assist with management issues and administration;
 - facilitate interactions and dissemination of timely and relevant information;
 - provide hands-on, scaled down support to SGAs; as well as
 - build on efforts to cluster SGAs to meet common context and needs and identify new opportunities .
- In terms of regional hub administration, we anticipate:
 - iterative and interactive relationships;
 - scaled down versions of the Global Secretariat's Terms of Reference ;
 - members of the Advisory Committee associated with each hub.
- Plans are developing for pilot testing a regional hub in the Americas, possibly beginning in early 2012.

The presentation was followed by an open floor discussion with comments and suggestions directed by various questions to cover the following broad topics:

- The usefulness of regional hubs.
- Determining regional clustering.
- The level of formalization (volunteer basis, governance structure etc.).
- Expressions of interest to serve as regional hubs.

Table 5.3.2.1 summarises the key points discussed under the topics listed above.

Topic	Specific points
The usefulness of regional hubs	<ul style="list-style-type: none"> • Useful - cultural and contextual specificity of assessments is often similar within regions <ul style="list-style-type: none"> ○ Language ○ Commonalities create synergies ○ This tacit knowledge can facilitate capacity building, with more experienced SGAs supporting new, similar SGAs within their region • Useful - can position SGAs within the context of IPBES regional hubs, mapping of the SGA network on to IPBES will facilitate coordination <ul style="list-style-type: none"> ○ As IPBES develops opportunities may develop and SGAs may naturally grow into nodes • Useful - can support national and regional biodiversity needs with links to NBSAPS <ul style="list-style-type: none"> ○ Consider priorities under the CBD strategic plan ○ Include Aichi targets • Potential problems/other points for consideration - demand-based approach <ul style="list-style-type: none"> ○ Easier to mobilise funding ○ Procurement process, as in PEI ○ Tapping into capacity building needs • Potential problems/other points for consideration - thematic clustering <ul style="list-style-type: none"> ○ May be better for facilitating capacity building, for example thematic site visits within regions can promote exchange and learning ○ May be better for fundraising and a demand-based approach
Establishing regional clustering	<ul style="list-style-type: none"> • Different areas have different capacities <ul style="list-style-type: none"> ○ Issue of ensuring that all regions have a voice • Some areas within proposed regions have very different assessment contexts <ul style="list-style-type: none"> ○ E.g. clustering of the Arctic with North America
Level of formalisation/structure	<ul style="list-style-type: none"> • Hubs should begin on a volunteer basis and later develop into a more formalised structure (with governance etc) if necessary • Importance of flexibility <ul style="list-style-type: none"> ○ Potential for natural clusters to form based on a variety of factors ○ Opportunities developing from IPBES
Identifying organisations to	<ul style="list-style-type: none"> • The developing BiodiversityKnowledge network is a strong basis for a European hub <ul style="list-style-type: none"> ○ Eastern Europe must be engaged

<p>serve as regional hubs</p>	<ul style="list-style-type: none"> • Use of existing regional offices within other international organisations, such as IUCN and ICRAF <ul style="list-style-type: none"> ○ May already have specific tools which can be used to meet the Network’s needs ○ But – maintaining independence of the Network may be better to ensure our needs are met. International organisations may be too busy to hold effective and efficient regional hubs • Progress towards an Asia-Pacific hub • Offer from Suez Canal University to act as a regional hub in Middle East and North Africa region • Calls to be made to members of related initiatives/networks e.g. Ecosystem Service Partnership
<p>Other issues</p>	<ul style="list-style-type: none"> • Request for more regional information on the website <ul style="list-style-type: none"> ○ Can assist coordination ○ Can reduce work load of the global Secretariat

Table 5.3.2.1 Summary of the discussion on regional hubs

Summary

- There is general support for the rationale behind forming regional hubs, with a clear understanding of the potential benefits and how they link to the needs of the Network.
- Despite this, some Network needs (e.g. mobilizing funding, capacity building) may be better met by other forms of clustering (e.g. thematic).
- Flexibility is key in developing useful hubs and the Network and the Secretariat should accommodate this.
- A demand-focussed approach should be maintained throughout the hub formation process to support stakeholder engagement, policy mainstreaming and funding mobilisation.
- Some expressions of interest have been made:
 - BiodiversityKnowledge in Europe
 - Suez Canal University for Middle East and North Africa
 - Following from this session, detailed discussions began between potential members of an Asia-Pacific regional hub. See Appendix 5 for further details.

The points raised highlighted a number of actions for the Secretariat to facilitate decentralisation with the formation of functional, productive groups.

Actions for the Secretariat

- Carry out pilot testing in the Americas and report back on experiences and lessons learned.
- Provide adequate support for hubs as they develop (in particular Europe and West Asia - these developing hubs could serve as additional pilot projects).
- Support Network promotional activities and hub-related activities through related networks and initiatives.

7 Challenges

Sharing common problems, solutions and lessons learned in sub-global assessments is essential to identify capacity building needs as well as areas of possibly synergies and collaboration between Network members. A series of interactive sessions, discussions and presentations of member's own experiences were carried out to encourage thought, discussion and sharing of this information.

7.1 Identifying challenges and solutions

The challenges session opened with an interactive session and group discussions. Participants were asked to think about, articulate and briefly discuss challenges under three broad areas:

- **Technical** challenges
- **Political/institutional** challenges
- **Process** challenges

This began on an individual level, facilitated by mini questionnaires which asked participants to note down a challenge faced and if possible a solution for the three areas outlined above. (See Appendix 6). Answers were then shared and discussed within a table group. A spokesperson from each group delivered a summary of their group's discussions to all participants, and individual contributions were attached to collective posters stuck around the room (Image 6.1.1). A range of common challenges and solutions were identified (see Table 6.1.1).



A range of common challenges and solutions were identified (Table 6.1.1)

Challenges	Possible solutions	Actions for the Secretariat
Technical		
<ul style="list-style-type: none"> • Lack of data to undertake assessments <ul style="list-style-type: none"> ○ For certain ecosystem types ○ For certain services/indicators ○ Time series data • Dealing with multiple scales • Dealing with multiple types of knowledge and information (epistemologies) • Lack of standardised tools, methods, approaches, indicators – no consistency and difficulty of grouping data for higher level conclusions • Inadequate local capacity/expertise to undertake work, particularly in valuation and scenarios • Dealing with scientific uncertainty • Streamlining assessment with policy needs • Implementing findings at the local level 	<ul style="list-style-type: none"> • Capacity building <ul style="list-style-type: none"> ○ Training and workshops ○ Consulting with experts to act as mentors for learning ‘on the job’ • Improving data availability • Standardising tools, approaches etc <ul style="list-style-type: none"> ○ Indicators ○ Processes ○ Methodologies 	<ul style="list-style-type: none"> • Create capacity building opportunities and conduct workshops • Improve access to expertise/mentoring • Improve information flows, communication, collaboration • Work towards creating standards of good practice
Political/Institutional		
<ul style="list-style-type: none"> • Lack of <ul style="list-style-type: none"> ○ Interest (in terms of priorities) ○ Political will and support ○ Political continuity ○ Trust ○ Inter-sectoral dialogue and integration ○ Willingness to be open to a continuous process of engagement ○ Programmatic/institutional coherence • Unable to engage policy makers at the right level • High level of bureaucracy and trying to circumvent it • Incompatibility of existing frameworks (legal/regulatory) with 	<ul style="list-style-type: none"> • Prior authorisation/early buy in • Effective and continuous communications with policy-makers (tact) <ul style="list-style-type: none"> ○ Different languages/communications for different sectors • Attempt to engage policy makers at multiple levels • Identification of a champion 	<ul style="list-style-type: none"> • Improving links to global organizations and processes (UNEP, UNDP, CBD, IPBES) • Improve understanding of national and global policies and frameworks • Support needs driven assessment • Support contact with policy-makers through supplying communication

<p>ecosystem service thinking</p> <ul style="list-style-type: none"> • Specific problem of working close to borders 		<p>tools</p> <ul style="list-style-type: none"> • Creation of an ‘SGA standard’ could help to legitimize assessment work • Identification of regional focal points and/or network champions for assistance
Process		
<ul style="list-style-type: none"> • Funding – getting from planning/inception to securing funding to carry out the study • Co-ordination/integration of people and processes <ul style="list-style-type: none"> ○ Insuring fair participation at all levels ○ Maintaining a balance between all aspects of the assessment process while also ensuring scientific credibility ○ Sticking to the timeline and budget without the need for shortcuts • Securing stakeholder buy-in and ownership • Maintaining momentum during the project cycle <ul style="list-style-type: none"> ○ Affected by other aspects previously described 	<ul style="list-style-type: none"> • Secure funding from multiple sources – reduces dependence on/influence of single donor • Continuous fundraising • Allow adequate time for fundraising - Planning • Process mapping and stakeholder identification from the outset • Effective inclusion of all stakeholder groups – e.g. through identification of a champion • Effective administrative/management arrangement’s e.g. regular meetings • Outreach and engagement for project must be properly designed and implemented • Insure that assessment process is flexible and iterative to allow for contingencies 	<ul style="list-style-type: none"> • Capacity building workshops • Support needs driven assessments • Support contact with funders through supplying communication tools • Identification of network experts • Creation of an ‘SGA standard’ could help to legitimize assessment work

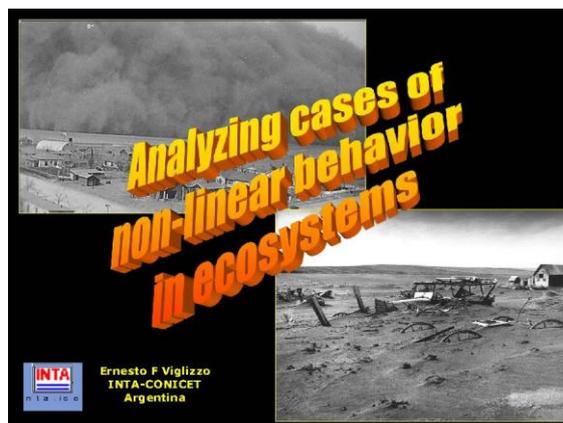
Table 6.1.1 Summary of the challenges and solutions suggested during; individual and group discussions

7.2 Presentations on challenges

Members of the Network were invited to present on their experiences, within the context of challenges they have faced and the practical lessons learned as a result. The challenges and lessons highlighted can be applied across the SGA community, with potential for future collective action to better address these challenges.

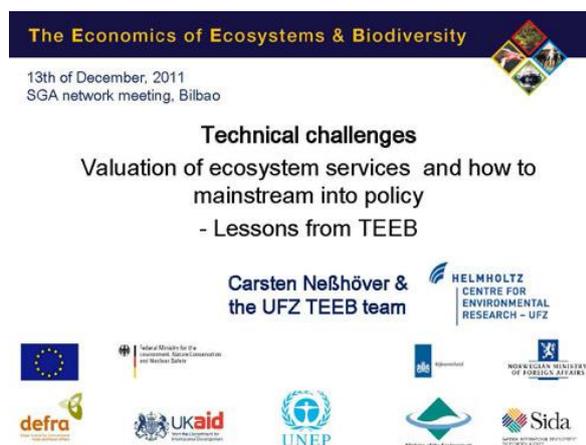
7.2.1 Technical challenges: Analyzing cases of non-linear behaviour in ecosystems

Ernesto Viglizzo (INTA-CONICET) presented on the complex challenge of non-linear behaviour in ecosystems, and its significant and often unpredictable effects on the provision of ecosystem services. A theoretical background with examples and case studies was presented, along with projections for the Amazon and suggestions on how we can progress towards early warning signals of non-linear behaviour in the provision of ecosystem services.



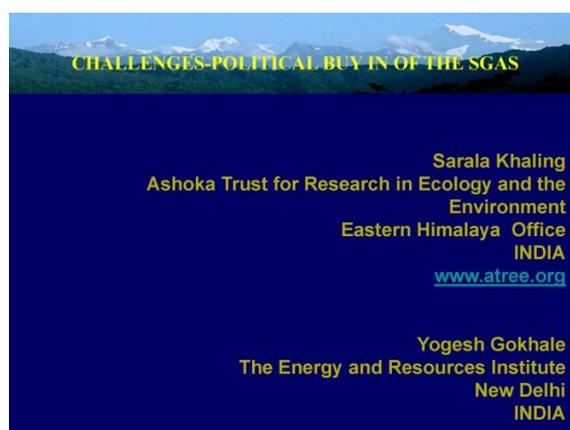
7.2.2 Technical challenges: Valuation of ecosystem services and how to mainstream into policy - lessons from TEEB

The challenge of ecosystem service valuation was presented by Carsten Nesshöver (UFZ TEEB). An overview of TEEB was given, including background, rationale and approach. TEEB's broad framework for economic valuation was presented, along with conceptual challenges, lessons learned and progress in the future. There are intentions to create stronger links between the SGA Network and the TEEB Network to facilitate complementarities and unite MA-like and TEEB-like approaches.



7.2.3 Political Challenges: Securing political buy in for SGAs

Sarala Khaling (ATREE) and Yogesh Gokhale (TERI) presented on their SGA experiences in India, with a focus on the challenge of securing political buy-in. Buy-in on various levels was discussed, from local communities to formal structures and national and international governance. Specific challenges were highlighted, along with the lessons learned for securing buy-in from each type of stakeholder.



7.3 Identifying lessons learned

Using the challenges identified in Section 6.1, groups were asked to discuss the main lessons learned as a result of these challenges. Each group was given a card for each type of challenge (technical, political/institutional and process) and asked to note their top three lessons learned. This was framed within the context of ‘the three most important things a practitioner should think about when beginning a new sub-global assessment’. Each group attached their lessons learned to posters around the room.

Participants were given time to walk around and read the lessons learned on each poster. The lessons were then put to a ‘vote’, with each participant placing a sticker next to the lessons they perceived to be the most important, limited to one for each type of challenge. Consolidated lessons with vote counts are shown in Table 6.3.1.



Lessons learned	Votes
Technical	
<ul style="list-style-type: none"> • Need for clear guidelines from the outset <ul style="list-style-type: none"> ○ Define a clear, relevant question that needs to be answered by the assessment ○ Create a clear conceptual framework ○ Identify useful indicators to direct data collection and go beyond a descriptive study ○ Standardisation of data collection to enable consolidation and collective analysis 	19
<ul style="list-style-type: none"> • Need for interdisciplinary skills and a comprehensive overview of all technical requirements <ul style="list-style-type: none"> ○ Multi-skilled, inter-disciplinary, cross-sectoral research team ○ Expertise in ecological, social and economic areas ○ A steering ‘mentor’ with MA-like experience and a holistic overview ○ Consulting with foreign experts can facilitate local capacity building and learning ‘on the job’ 	5
<ul style="list-style-type: none"> • Need to be capable of understanding and using different information sources and data sets <ul style="list-style-type: none"> ○ Manipulating qualitative and quantitative data, to provide complimentary sets of results ○ Appreciate data limitations <ul style="list-style-type: none"> ▪ Quantitative data is often difficult to obtain ▪ Qualitative data can be interesting and useful 	8
Exchange visits between SGAs can be useful for technical knowledge transfer	1
Political/institutional	
<ul style="list-style-type: none"> • Ensure a demand driven assessment <ul style="list-style-type: none"> ○ Early political buy-in/stakeholder involvement ○ Treat stakeholders as ‘clients’ and involve them in the planning phase – they should contribute to formulating the research question ○ Identify political windows of opportunity <ul style="list-style-type: none"> ▪ Fit the assessment to national priorities/institutional concerns ▪ Use a well-being/MDG approach ▪ Define a clear, policy-relevant question ○ Involve key sectors, particularly national planning offices/legislative institutions as they hold authority over budget planning and 	16

<p>decision making</p> <ul style="list-style-type: none"> • Be capable of articulating/marketing the benefits of an assessment before it begins – Use of a ‘PR tools’ to secure buy in <ul style="list-style-type: none"> ○ Evidence of success with reference to previous examples ○ Linkages to other national priorities, particularly well-being and MDGs 	
<ul style="list-style-type: none"> • Develop mechanisms for translating scientific results into policy-relevant information, and sustain a continuous dialogue with decision-makers throughout the assessment <ul style="list-style-type: none"> ○ Use policy briefs and forums ○ Indicators ○ Continuous communication maintains interest and ownership 	11
<ul style="list-style-type: none"> • Need to have an understanding of political processes and maintain politically neutral 	11
<ul style="list-style-type: none"> • Need to have a varied and wide-reaching team to secure buy in on multiple levels <ul style="list-style-type: none"> ○ Identify and use high-level champions <ul style="list-style-type: none"> ▪ Can ‘open doors’ ▪ Can create a platform for communication of results ○ Use local scientists to conduct assessment work <ul style="list-style-type: none"> ▪ Tacit knowledge and local buy-in is very important ▪ Foreign consulting can help to build capacity but local involvement is necessary ○ A steering committee/mentor with an understanding of key sectors – Financial, development, business etc. 	5
<ul style="list-style-type: none"> • The assessment does not finish with the final report <ul style="list-style-type: none"> ○ Follow up and mainstreaming are essential ○ Communicating information to the general public 	2
Process	
<ul style="list-style-type: none"> • It is helpful to focus and contextualise the entire assessment process from the outset <ul style="list-style-type: none"> ○ Carefully plan and set out a practical framework <ul style="list-style-type: none"> ▪ MA-like framework as a foundation • Set clear goals <ul style="list-style-type: none"> ○ Ensure a demand driven process ○ Know national priorities and end users 	21

<ul style="list-style-type: none"> • Determine an appropriate scale <ul style="list-style-type: none"> ○ Allow room for contingency and adaptation ○ Be realistic 	
The process can benefit from an independent facilitator to negotiate conflicts among stakeholders	9
<ul style="list-style-type: none"> • Ensure a participatory process including all relevant players <ul style="list-style-type: none"> ○ Multiple levels; local, sub-national, national, global ○ Multiple stakeholder groups; practitioners, policy-makers, business, public ○ Maintains buy-in and transparency 	5
<ul style="list-style-type: none"> • Ensure simultaneous use and continuous integration of all tools. <ul style="list-style-type: none"> ○ Maintain a balance between economic, social and ecological aspects ○ Consider all aspects during the planning phase 	5
<ul style="list-style-type: none"> • The process can benefit from an experienced mentor <ul style="list-style-type: none"> ○ MA-like experience ○ Can guide the entire process and maintain a holistic overview 	4
<ul style="list-style-type: none"> • Identification and use of a champion can maintain momentum throughout the assessment 	3
<ul style="list-style-type: none"> • Be consistent and never give up! 	2

Table 6.3.1 Results of the lessons learned exercise with total votes

Summary

Lessons learned from technical challenges

- Need for clear guidelines from the outset to direct the assessment approach.
- Need for a varied, interdisciplinary skill set to capture all technical aspects whilst maintaining scientific credibility.
- Be aware of data limitations and be willing and able to understand and use different types of data to provide a cohesive set of results.

Lessons learned from political/institutional challenges

- Create a demand-driven assessment.
- Maintain an understanding of underlying political processes and political neutrality.
- Be capable of translating scientific results into policy relevant information, and sustain a continuous dialogue with decision-makers throughout the assessment.
- A varied and wide-reaching team can help to secure buy-in on multiple levels.

Lessons learned from process challenges

- Focus and contextualise the entire assessment process early on.
- The entire process can benefit from an independent 'steering' role to maintain a holistic process and facilitate negotiations.
- Ensure a participatory process involving all stakeholders throughout.
- Maintain a balance between ecological, social and economic aspects by simultaneous use and integration of all tools.
- Be consistent and never give up!

These lessons learned also highlight actions for the Secretariat, to ensure that they are disseminated and used to support future assessment work.

Actions for the Secretariat

- Use these lessons learned to create capacity building tools/guidelines for SGA practitioners;
 - Make information available on the website
 - Compile a brief and practically applicable publication on lessons learned in sub-global assessments
- Use lessons and experiences of SGA Network members to conduct workshops and create opportunities for exchange and mentoring

8 Funding and Financial Support

Funding can be a major challenge at every step of the sub-global assessment process. As such, a session was held specifically focussed on the effective acquisition and use of funds, with participants sharing their experiences, challenges and lessons learned

8.1 Identifying funding sources

Initial group discussions were carried out based on challenges and possible solutions/successes in securing funding. Participants were asked to identify and discuss various funding sources they have considered, when and how they have been successful, and when and why they have been unsuccessful in securing funding. Challenges and possible solutions/success were recorded on group note-cards and fed back to participants by group spokespersons (see Table 7.1.1).

Challenges	Possible solutions	Actions for the Secretariat
<ul style="list-style-type: none"> • Lack of awareness of funding sources <ul style="list-style-type: none"> ○ Finding alternative sources outside of MA/UNEP ○ Identifying the right funding agencies to target • Lack of capacity to fundraise <ul style="list-style-type: none"> ○ Proposal writing ○ Time and money ○ Particular difficulty engaging private sector • Penetrating the national and international donor agenda <ul style="list-style-type: none"> ○ SGAs do not fit into clear fundraising streams – as they fall in between research and development. They are largely in the hands of research institutes and not mainstreamed in to government budgeting ○ Governments don't appreciate the value of SGAs • Risks of overreliance on donors <ul style="list-style-type: none"> ○ Can compromise independence and objectivity ○ Maintaining political neutrality ○ Vulnerability to changes in political situation • The current economic situation <ul style="list-style-type: none"> ○ High competition for limited funds • Lack of trust from donor agencies <ul style="list-style-type: none"> ○ Particularly in developing countries ○ Corruption • Lack of long-term sustainable funding sources • Balancing scientific rigour and policy relevance <ul style="list-style-type: none"> ○ Must be policy relevant to secure government funding but need to maintain scientific 	<ul style="list-style-type: none"> • Allow adequate time for fundraising and funding research • Consult other experts e.g. via mentoring • Use the connections of the Network <ul style="list-style-type: none"> ○ International donors ○ Knowledge transfer between members • Early stakeholder engagement and maintenance of a continuous dialogue - keep donors informed and involved • Respond to government demand and national priorities • Develop marketing of assessments <ul style="list-style-type: none"> ○ 'Package' assessments to appeal to different funders ○ Leverage the SGA brand • Diversify funding sources - think outside of traditional environmental financing institutions • Create links with existing initiatives <ul style="list-style-type: none"> ○ Already established ○ Cost effective • Involve students and volunteers <ul style="list-style-type: none"> ○ Can contribute to national capacity building • Ensure accountability and transparency <ul style="list-style-type: none"> ○ Achieve results ○ Be responsible with funding • Use champions 	<ul style="list-style-type: none"> • Compile a list of potential international donors/contacts • Build capacity for fundraising/proposal writing <ul style="list-style-type: none"> ○ Workshops ○ Guidelines and templates ○ Support mentoring • Facilitate information sharing and knowledge transfer <ul style="list-style-type: none"> ○ Lists of experts/contacts ○ Website posts ○ Collective use of information on funding sources and proposals ○ Generally improve internal communications (through suggestions in Section 5) • Directly approach and establish connections with potential donors <ul style="list-style-type: none"> ○ Develop long term partnerships ○ Link to fundraising initiatives (eg. within the UN) to ensure SGAs are included in budgeting ○ Make the most of opportunities presented by IPBES and CBD • Develop and market the SGA brand • Improve external communications/outreach to

<p>credibility and avoid being policy prescriptive</p>		<p>donors (through suggestions in Section 5)</p> <ul style="list-style-type: none"> • Compilation of success stories • Set standards – a well defined and well established process • Support research groupings and hubs for packaging assessments <ul style="list-style-type: none"> ○ Meet government needs • Organise fundraising events
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Table 7.1.1 Summary of the exercise on funding sources

8.2 Funding success stories

A presentation was given by Dr. Utkarsh Ghatge (Covenant Centre for Development) and Prof. Hema Kulkarni (Bhilai Mahila Mahavidyalaya) on their funding experiences during the Indian Urban Resource Millennium Assessment (IURMA). This assessment was able to secure generous funding through political and industry buy in. The presentation briefly outlined their approach and outcomes, with tips and lessons learned for securing funding:

- Select hot topics.
- Partition user-wise.
- Take a practical/solution approach.
- Use relevant scenario options.

On-going work and options for the future were also discussed.



Symbiosis-convergence: Funding Success Stories

Utkarsh Ghatge
Hema Kulkarni

Indian Urban Resource Millennium Assessment (IURMA)
Presentation at the MA- SGA network meet at Bilbao,
Spain, 12-14th Dec. 2011



8.3 Developing funding applications – Lessons learned

The groups reconvened to discuss lessons learned from collective funding experiences and how these lessons can be used to develop funding applications in the future. Key points were recorded on group note-cards then fed back to all participants by group spokespersons.

Summary

- It is important to understand that SGAs are part of a community, with collective resources that can be more constructively employed to secure and mobilise funding. Similarly developing and leveraging the SGA brand can support this.
- Stakeholder engagement is key in funding:
 - Government buy-in is likely to secure funds.
 - A continuous dialogue with donors should be maintained to keep them informed and involved.
- When competition is high and funds are scarce think outside the box and take a demand-driven, solutions-based approach to improve chances of engaging donors.

The points raised highlighted some actions for the Secretariat, to support better acquisition and use of funding for assessments in the future.

Actions for the Secretariat

- Use these lessons learned to create capacity building tools/guidelines for SGA practitioners:
 - Make information available on the website.
 - Compile a brief and practically applicable publication on lessons learned in sub-global assessments.
- Use lessons and experiences of SGA Network members to conduct workshops and create opportunities for knowledge exchange.

9 The Intergovernmental Science-policy Platform on Biodiversity and Ecosystem Services

Once fully operationalised, the Intergovernmental Science-policy Platform on Biodiversity and Ecosystem Services ([IPBES](#)) will function as the ongoing global mechanism for addressing gaps in the science policy interface on biodiversity and ecosystem services. IPBES aims to build capacity for and strengthen the use of science in policy making by working with existing initiatives, such as the SGA Network, to fill gaps and build on existing work. An update on the progress of IPBES and the potential contribution of the SGA Network in the future are therefore important topics for discussion. This session aimed to give a current overview of IPBES followed by group discussions and feedback from Network members to work towards creating a statement for the next IPBES plenary in 2012.

9.1 An update on progress

As an SGA Network member who has attended all four IPBES meetings, Hakan Berg (Stockholm Resilience Centre) was well informed to give a presentation on IPBES to bring all SGA Network members up to speed. The following topics were covered:

- What is IPBES?
- Where are we today? – update on progress
 - Results of four intergovernmental and multi-stakeholder meetings:
 - What has been agreed so far?
 - What is still required?
- Work plan implementation
- Relationships with other processes
- SGAs and some relations to IPBES work plans
 - Knowledge generation: Compile existing information and generate new information; "Science SGAs" .
 - Assessments: Provide a common framework and a mechanism for exchange of experiences.
 - Tools and methods: Identify needs and help to develop new tools and methods.
 - Capacity building; "learning by doing"; "practitioners SGAs".



9.2 SGAs and the future of IPBES

Stimulated by this presentation, Network members participated in group discussions on the Network's contribution to IPBES, beginning to work towards developing a statement to deliver at the second session of the plenary in April 2012 in Panama City. Key points were recorded on group note-cards then fed back to all participants by group spokespersons.

Feedback from group discussions indicated a broad consensus across the Network on what our contribution should be. See the summary box below for details.

Summary

- SGAs and IPBES should be strongly linked, but should be maintained as separate processes.
- It is important to determine how SGAs can contribute to IPBES, and this should be done, in part, by drawing on the lessons learned from the attempt to match the SGA with the global process during the course of the MA.
- The SGA Network should not serve as a scientific advisor to IPBES but if IPBES is to have a scientific advisory body /panel/ working groups, the SGAs should be a part of them.
- The SGA Network offers a structured knowledge sharing network of a global group of assessment practitioners actively involved in SGAs around the world which can:
 - Support the capacity building function of IPBES.
 - Facilitate access to existing SGAs as a foundation for IPBES assessments.
 - Through its community of practice provide best practice, tools, indicators etc to enable harmonization required across assessments of IPBES, including bridging the science-policy interface.
- The SGA Network is especially important because it can help to strengthen capacity at the national level especially from the learning by doing approach (which is beyond the scope of IPBES).
- Through coordinating efforts to undertake assessments, the SGA Network can provide guidance on what priority work and actions need to be undertaken at SGA levels. In this context, the regional hubs may be an excellent mechanism to help promote this and support the work of IPBES.
- IPBES could potentially serve as a source of funding for SGAs, providing seed funding in a manner similar to the MA.
- SGA and IPBES meetings could be arranged back-to-back to help facilitate more interaction and synergies between the processes. It could also serve to promote the work of the SGAs within the IPBES process.
- It will be important to consider how to harmonise the timescales and spatial scales of SGAs and IPBES so that they are mutually beneficial.
- It is important to link SGAs and IPBES because they are both UNEP initiatives.

These key messages provide the backbone for a strong, coherent statement to be presented at the next IPBES plenary.

The Secretariat will use the main points from this discussion to create a statement for the Network.

Actions for the Secretariat

- Compose a first draft of the IPBES statement to be circulated amongst Network members for editing and approval

10 How to assess

A major role of the SGA Network is to build capacity for undertaking assessments, through both exchange of experiences and knowledge and through workshops. This session focused on tools, processes and approaches for assessments, with presentations from Network members on their own assessment approaches and group discussions on exchanging expertise and capacity building needs.

10.1 Presentations on processes and approaches

10.1.1 Measuring and monitoring ecosystem services at the site scale

Miren Onaindia (University of the Basque Country (UPV/EHU)) delivered a summary of the Site Scale approach undertaken for the Biscay assessment. The presentations covered:

- Aim of the project
- Study area
- Mapping ecosystem services (provision)
- Perception of users (benefit)
- Future

This provided an overview of a high resolution, local scale assessment approach.

The poster features several logos at the top: the University of the Basque Country (UPV/EHU), the Basque Government (Euzko Legeburu Batzarrearen Kabineta), the University of Leizor (Euzko Herriko Unibertsitatea), and the Biscay Ecosystem Assessment (Milurteko Ekosistemen Ebaluazioa Bizkaian). The title is 'Measuring and monitoring Ecosystem services at the Site Scale Biscay's approach'. Below the title, the authors are listed: Miren Onaindia¹, Igone Palacios¹, Izaskun Casado¹, Gloria Rodríguez-Loinaz¹, Lorena Peña¹, Ibone Amezaga¹, Jasone Unzueta¹, Beatriz Fernández¹, Nekane Viota², Aitana Uribe³, Xabier Arana², and Iosu Madariaga². The affiliations are: ¹University of the Basque Country, ²County Council of Biscay, and ³UNESCO Etxea. A peer review credit is given to Salvatore Arico (UNESCO) and Henrique Pereira (Lisbon University, Portugal). Logos for BFA DFB, UAN, and SGA NETWORK are also present.

Miren Onaindia¹, Igone Palacios¹, Izaskun Casado¹, Gloria Rodríguez-Loinaz¹, Lorena Peña¹, Ibone Amezaga¹, Jasone Unzueta¹, Beatriz Fernández¹, Nekane Viota², Aitana Uribe³, Xabier Arana², Iosu Madariaga²
¹University of the Basque Country
²County Council of Biscay
³UNESCO Etxea
 Peer review: Salvatore Arico (UNESCO) and Henrique Pereira (Lisbon University, Portugal)

Sub-Global Assessment Network meeting
 Bilbao, 12-15th December 2011

10.1.2 Conducting and building on SGAs at the national scale

A broader approach to ecosystem assessments was presented in the context of the Millennium Ecosystem Assessment of Spain by Fernando Santos (Autonomous University of Madrid). An overview of the approach was given including lessons learned and on-going work, with intentions of a more in-depth TEEB-like study to follow.

The poster features the logo of the Millennium Ecosystem Assessment of Spain (EME) at the top right. The title is 'MILLENNIUM ECOSYSTEM ASSESSMENT OF SPAIN (EME): CONDUCTING AND BUILDING ON SGAs'. Below the title is a photograph of a rural landscape with a river and people. The authors are listed as Fernando Santos, Carlos Montes y Javier Benayas, from the Autonomous University of Madrid. The poster is for the SGA ANNUAL MEETING in Bilbao, 12-15 December 2011. Logos for Fundación Biodiversidad, the Spanish Government, and UAN are also present.

MILLENNIUM ECOSYSTEM ASSESSMENT OF SPAIN (EME):
 CONDUCTING AND BUILDING ON SGAs

Fernando Santos, Carlos Montes y Javier Benayas
 Autonomous University of Madrid
 SGA ANNUAL MEETING
 Bilbao, 12-15 December 2011

Summary

- Assessment approaches of different scopes and scales can represent different merits and challenges.
- Both of the approaches presented are important for creating a useful collective pool of results, but tools and processes should be complimentary.
- Improved sharing and understanding of the common issues can improve complementarity of assessment results and inform planning in the future.

10.2 Exchanging expertise – ecosystem service indicators

Indicators were mentioned throughout the meeting as an important assessment tool. Network members exhibit a range of knowledge and expertise in this area, with numerous calls for capacity building. As such it was felt that discussions on this topic may help to better identify the Network's needs and contribute to shaping future exchanges and capacity building initiatives.

Discussion groups were divided into six indicator types

- Water
- Food
- Energy
- Regulating
- Cultural
- Human well-being

Groups of mixed ability were formed; participants were free to allocate themselves to groups whether the indicator was something they felt they had particular knowledge/expertise in, or whether the indicator was something they were working on and hoped to learn more about.

Discussion was directed by three main topics;

- Current progress
- Opportunities for collaboration and exchange
- Capacity building needs

Key points were recorded on group note-cards then fed back to all participants by group spokespersons (see Table 9.2.1).

Indicator type	Key points
Water	<ul style="list-style-type: none"> • Existing indicators <ul style="list-style-type: none"> ○ Water quality <ul style="list-style-type: none"> ▪ Salinity ▪ Biological Oxygen Demand/Chemical Oxygen Demand ▪ Suspended particles ○ Water quantity <ul style="list-style-type: none"> ▪ Consumption per capita ▪ Status of watersheds (supply) ▪ Water dependence ▪ Water per capita (water demand) ▪ Sectoral use ▪ Renewable energy/groundwater supply ▪ Capacity to store water (supply/access) ▪ Streamflow, precipitation, water recharge, water volume available (hydraulic modelling/supply) • General consensus that this is a growing area and with a need for capacity building in all areas
Culture	<ul style="list-style-type: none"> • Existing indicators <ul style="list-style-type: none"> ○ Use requirements indicate efficacy of system/system integrity ○ Language diversity ○ spatial data – land use – traditional agriculture ○ Products produced – local produce • Current problems <ul style="list-style-type: none"> ○ What is the definition of culture/cultural services? ○ Whose cultural values? <ul style="list-style-type: none"> ▪ Variety of culture ▪ Trade-offs between rural and urban values and culture ▪ Cultural values of tourism ○ Is conservation itself a cultural service? ○ Cultural dos and don'ts – taboos ○ Conflicts between culture and conservation <ul style="list-style-type: none"> ▪ E.g. Wolves in Finland or cormorants in France and Finland - have negative impact on cultural services ○ General lack of data and clarity

	<ul style="list-style-type: none"> ○ Topic not valued by funders/government so limited funding and focus ● Cultural services should be considered in an economic context, in particular benefit transfer/benefits to local people
Well-being	<ul style="list-style-type: none"> ● Current problems <ul style="list-style-type: none"> ○ A complex term <ul style="list-style-type: none"> ▪ Qualitative ▪ Relative ○ Lack of definition and clarity limits use ● Progress towards a quantitative assessment of well-being is becoming increasingly important <ul style="list-style-type: none"> ○ Necessary to define and clarify the term to improve communications and uptake ● Capacity building necessary , in particular for links between human well -eing and nature conservation <ul style="list-style-type: none"> ○ Country specific examples (since it is a relative term) ○ Important to share experiences ● SGA Network Secretariat could help in implementation of indicators <ul style="list-style-type: none"> ○ Standard presentation explaining their importance to disseminate amongst practitioners
Food	<ul style="list-style-type: none"> ● Current topics/indicators <ul style="list-style-type: none"> ○ Quantity ○ Quality ○ Trends ○ Cost-benefit ○ Imports ○ Production at different scales e.g. commodities ● Current problems <ul style="list-style-type: none"> ○ Disservices/opposing relationship of food and other services/trade offs for production <ul style="list-style-type: none"> ▪ Energy – bio-fuel in particular ▪ Land degradation ▪ Pests ▪ Water quality and quantity ▪ Health ▪ Biodiversity loss ▪ Genetic degradation ▪ Regulating services ○ Food-energy trade-off is the primary challenge for food production ○ Lack of awareness and understanding by decision makers and industry

	<ul style="list-style-type: none"> ○ Positive relationships with well-being and livelihoods ● Need to develop better understandings of these relationships and develop indicators which can identify and take in to account trade-offs and synergies ● SGA Network should work towards building capacity amongst decision makers and develop indicators for decision makers and industry which identify trade-offs and disservices
Energy	<ul style="list-style-type: none"> ● Current topics/indicators <ul style="list-style-type: none"> ○ Energy usage <ul style="list-style-type: none"> ▪ Industry ▪ Household ▪ Transport ○ Type of energy ○ Energy sources ● Energy services providers identified as an important source of information
Regulating	<ul style="list-style-type: none"> ● Current topics/indicators <ul style="list-style-type: none"> ○ State indicators ○ Effect indicators ○ Links to forests <ul style="list-style-type: none"> ▪ Land use change ▪ Soil quality ▪ climate change ○ What other indicators can be developed to highlight links? ● Current problems <ul style="list-style-type: none"> ○ Services are dynamic <ul style="list-style-type: none"> ▪ Spatially and temporally ▪ Difficult to quantify performance ▪ Difficult to identify production function and state indicator ○ Non linear changes and thresholds ○ Lack of capacity/expertise <ul style="list-style-type: none"> ▪ In Sao Paulo rainfall is used as classic indicator however Mali expressed a lack of expertise – Possible opportunity for exchange of data/knowledge transfer ● Need to develop links to well-being and economics ● Potential for collaboration identified

Table 9.2.1 Summary of the exchanging expertise discussion on ecosystem service indicators

Summary

- Ecosystem Service Indicators are a complex issue:
 - There is a distinct lack of consensus and clarity across all indicator types.
 - Varied and complex relationships exist between different indicators.
- This complexity and lack of clarity impedes the uptake and use of Ecosystem Service Indicators by both practitioners and decision makers.
- Capacity building in this area is a high priority for the SGA community.

The points from this session indicated a number of actions for the Secretariat in order to build capacity to undertake assessments using appropriate tools, processes and approaches.

Actions for the Secretariat

- Facilitate capacity building activities for network members, to include:
 - Organisation of planned workshops.
 - Support for independent and on-going collaboration and mentoring amongst Network members, through improved communications and dissemination of information.
- Work towards developing and disseminating standardised indicators to be used across the Network.
- Create capacity building opportunities for industry and decision makers, possibly including:
 - Workshops; and
 - Publications and other external communication tools.

10.3 Ecosystem Service Indicators

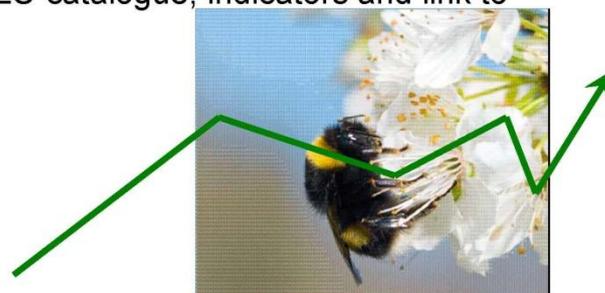
To conclude group discussions on indicators a presentation was given by Christian Schlatter (FOEN) on Ecosystem Service Indicators, with reference to the Swiss Ecosystem Service Catalogue. The presentation covered the following topics:

- Setting the scene – objectives at FOEN
- Swiss project on indicators for Ecosystem Services
- Inventory and indicators
- Example
- Conclusions
- Challenges: link to Swiss Biodiversity Strategy

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Office for the Environment FOEN

Measuring Ecosystem Goods and Services at a national level – Swiss ES-catalogue, indicators and link to



SGA Network Annual Meeting, 10-15 December 2012, Bilbao
Christian Schlatter, Andreas Hauser, Hannah Scheutle, Swiss Federal Office for the Environment

Summary

- The primary aim at FOEN is naming and quantifying Ecosystem Goods and Services (EGS), in order to:
 - raise political awareness;
 - improve performance measurement ; and
 - increase priority on political agenda and decision making .
- In order to achieve this, indicators must be:
 - relevant;
 - beneficial; and
 - describable in an economically consistent way.

This is being achieved through the definition of meaningful and unambiguous indicators involving a range of experts and multiple countries.

- Useful outputs have been produced and concepts have been operationalised, but there is room for improvement and still a number of challenges for integration of messages into policy and society.

Key points of particular relevance to the network:

- The outputs of the study can guide the incorporation of indicators into assessments and contribute to global standardisation.
- As work continues, SGA results may be able to contribute to the development of indicators.
- Mainstreaming activities at a national and international level may support SGA work in the future in securing funding and government buy-in.

Through appropriate action, the Secretariat can use FOEN's work on indicators in order to inform and support the Network.

Actions for the Secretariat

- Maintain communications with FOEN and insure up-to-date tools and information are readily available to Network members.

11 Building the future – Beyond the MA

The SGA Network intends to promote improved capacity not only in undertaking assessments, but also in using assessments. Once scientific results have been attained, these must be translated into policy-relevant information for mainstreaming, applying and building on results. Outreach and communications to other audiences, such as industry and the general public are also essential to capitalise on assessment work. Presentations from Network members on mainstreaming initiatives were given, followed by a plenary discussion on good practice and areas for improvement in the future.

11.1 Presentations on mainstreaming and applying results

11.1.1 ProEcoServ

A presentation on the Project for Ecosystem Services was given by Keisha Garcia (SGA Network Secretariat, The Cropper Foundation) including:

- Background
- Goals, aims, components
- Project sites
- Intervention strategy
- Intended outputs



This was accompanied by brief presentations from Belinda Reyers (CSIR) and Cam Lai Vinh (Vietnamese



Summary

ProEcoServ is a developing initiative that aims to build on MA SGAs from five countries and pilot bundling of ecosystem services and the integration of ecosystem services approaches into resource management and decision making, with:

- Creation of a joint programmatic framework.
- Promotion of innovative solutions with potential for scaling up and replication.
- Better integration of ecosystem assessment, scenario development and economic valuation of ecosystem services into sustainable national development planning.

Key points of particular relevance to the network:

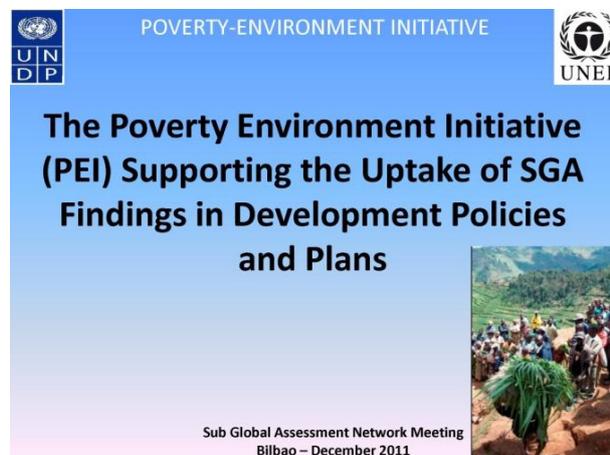
- ProEcoServ falls under the SGA umbrella, with a common background and goals
- Both are UNEP initiatives, hence easy to coordinate and synergize
- Experiences, lessons and information from pilot sites can be shared within the Network, especially in the context of mainstreaming
- ProEcoServ can help to offer capacity building opportunities, especially in pilot sites/regions

Academy of Sciences) outlining planned projects which will sit under the ProEcoServ umbrella, in South Africa and Vietnam respectively.

11.1.2 The uptake of SGA findings and recommendations into development policies and plans, lessons from PEI

Monica Lopez (UNDP PEI) presented on completed and on-going work within The Poverty Environment Initiative (PEI). PEI supports country-led efforts to mainstream poverty-environment linkages into national development planning. The following topics were covered:

- Introduction and background
- Assessments
 - Mali, Mauritania, Uganda, Tanzania, Rwanda, Guatemala and Thailand
- Emerging lessons learned and best practices
- Opportunities for the future



Summary

- Conjunction of ecosystem assessment with a valuation study can make a strong economic argument for ecosystem services conservation, and convince policymakers to mainstream environmental issues into the national poverty reduction strategy.
- Continuous engagement in-country is important, with deliberate planning, consistent guidance, a policy-relevance throughout the process and tight project management.
- National capacity building can be achieved through learning by doing, with a community of experts across involved countries and exchange of experiences.
- A focus on vulnerable populations, with a balance of social and ecological assessment, can improve equity and create stronger links to development priorities.

11.2 Plenary discussion on mainstreaming and applying results

The floor was opened to a discussion on lessons learned, good practices and areas for development in the future. Discussion was facilitated by two overarching questions to direct contributions:

- How best can SGA results be applied?
- How can the SGA Network Secretariat assist in the application of SGA results?

Various points and potential actions were highlighted (see Table 10.2.1).

Improving the application of SGA results	Secretariat Action
<ul style="list-style-type: none"> • Create awareness and promote the importance of SGAs and their results amongst local communities and the general public • Promote stakeholder responsibilities <ul style="list-style-type: none"> ○ Those using ecosystem services need to take on responsibility ○ Particularly industry and business ○ Emphasis of links with human well-being and economic evidence <ul style="list-style-type: none"> ▪ Value of ecosystem services ▪ Costs of degradation 	<ul style="list-style-type: none"> • Compilation of promotional information/publications to use as educational tools <ul style="list-style-type: none"> ○ Presentations ○ Publications ○ Policies and programmes for use • Well targeted information for different audiences • Compile examples and successes <ul style="list-style-type: none"> ○ Particularly for policy makers • Improve understanding of trade-offs between rural and urban values and priorities
<ul style="list-style-type: none"> • Link SGA information to policy makers and relevant bodies and processes <ul style="list-style-type: none"> ○ IPBES and IPCC ○ SGA results to inform programmes to address MDGs ○ SGA results to inform NBSAPS and UN national development targets 	<ul style="list-style-type: none"> • Continue developing links to IPBES as opportunities develop • Improve contacts within policy and development communities • Shape the growth and structure of the SGA Network to easily map on to national and international bodies and processes
<ul style="list-style-type: none"> • Meta-analysis of SGAs <ul style="list-style-type: none"> ○ Collaboration ○ Review ○ Collective outputs 	<ul style="list-style-type: none"> • Look in to co-ordinating and developing meta-analysis of SGA results <ul style="list-style-type: none"> ○ Can be supported by standardisation of concepts, tools and methodologies

Table 10.2.1 Summary of discussion on mainstreaming and applying results

Summary

- There is a need to generally improve awareness and promote the importance of SGAs, in particular the implications of SGA results and the responsibilities of ecosystem service users – from industry and business to the general public.
- Linking SGA information to decision-makers and relevant bodies and processes can improve uptake of results into national and international policy.
- The Network can leverage its collective assessment results of to create more useful pools of information, with applications on higher levels.

The points raised in this discussion highlighted a number of actions for the Secretariat, to support the Network members in mainstreaming and applying activities.

Actions for the Secretariat

- Improve tools and resources for external communications.
- Ensure the future growth and structuring of the Network is harmonious with other relevant bodies and processes.
- Look in to developing suggestions for meta-analysis of results and standardising concepts, tools and methodologies for the future.
- Maintain links with and use lessons from relevant initiatives, such as ProEcoServ and PEI, to support better practise in the future.

12 Our Network re-visited

The meeting concluded with a brief talk from Matt Walpole (SGA Secretariat, UNEP-WCMC) to summarise the main conclusions of the meeting and the next steps for the Secretariat. Thanks were given to hosts and donors, with a call for potential hosts for next year's meeting. Particular thanks were also given to the meeting participants for their enthusiastic contributions, and it was emphasised that continuing this enthusiasm is essential for maintaining the momentum of the network. Every single member makes their own valuable contribution towards an enormous collective potential, and together we can establish a functional and fruitful network, creating a whole much greater than the sum of its parts.

13 Evaluation

Following the conclusion of the meeting, evaluation forms were distributed to all meeting participants to gain feedback on the overall organisation and content of the meeting. There was a general positive response to the overall organisation, structure and outcomes, with some insightful suggestions for future meetings and workshops. This information is primarily for the benefit of The Secretariat in order to direct future Network activities however further information is available on request (assessment@unep-wcmc.org).

14 Acknowledgements

The SGA Secretariat with to express their thanks and gratitude to all of the participants for their enthusiastic input throughout the whole meeting. We are grateful to all members of the University of the Basque Country, UNSECO Katedra and UNESCO Extea who contributed to arranging and co-ordinating the meeting, in particular we'd like to thank Igone Palacios and Miren Onaindia for their excellent organisation and hospitality, and Jasone Unzueta, Laura Sanchez, Aitana Uria, Isabel González, Beatriz Fernández and Ana María Aristi for their hard work behind the scenes. Financial support from the Country Council of Biscay, the European Commission, the Swedish International Development Cooperation Agency and the United Nations Environment Programmes is also gratefully acknowledged.

Appendices

Appendix 1: List of attendees



LIST OF ATTENDEES

Participants

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Appendix 2: Meeting Programme



MEETING PROGRAMME ---Speakers & Sessions---

This meeting brings together practitioners in the field of ecosystem assessments, to discuss the re-initiation and restructuring of the SGA Network, as well as share information on challenges, opportunities and lessons learnt in sub-global assessments. The overall objective of the meeting is to establish the key roles and activities of the SGA Network, including its new positioning within the global assessment landscape.

In particular, the meeting's objectives are:

4. To discuss how we will function and communicate as a network, to facilitate knowledge and information sharing (Day 1)
5. To highlight our relationships with other organisations, and how we will work towards supporting them and other relevant global processes (Day 1)
6. To share lessons that have already been learnt in the science of assessments, including the primary challenges in ecosystems assessment and the potential solutions (Day 2 & 3)

Two outputs are also envisaged from this meeting:

3. A statement on how the SGAs can support IPBES
4. A compilation of lessons learnt by the SGAs

Monday 12th December 2011 (Day 1)			
8.30-9.00	Registration at conference venue		
9.00-9.30	Opening session	Welcome remarks	<p>Biscay SGA (Host): Iosu Madariaga, Deputy of the regional Government of Bizkaia</p> <p>Iratxe Amiano, Director of social responsibility of the University of the Basque Country</p> <p>Mikel Mancisidor, director of UNESCO center in the Basque Country</p> <p>Miren Onaindia, professor on ecology and coordinator of the UNESCO Chair on Sustainable Development and Environmental Education of the University of the Basque Country.</p>
Our Network – Establishing the purpose of the network <i>Chair: Matt Walpole (UNEP-WCMC)</i>			
9.30-9.40	Introduction to session		Secretariat
9.40-9.50	Revised objectives and the scope of the network	Presentation	Claire Brown (UNEP-WCMC)
9.50-10.50	Establishing the role of the SGA's in the network	Interactive: roundtable introductions including contributions to and expectations of the network.	
10.50-11.00	Concluding discussion		Chair
11.00-11.45	Coffee break and poster session		
Organizational links – How the SGA network relates to other networks and initiatives <i>Chair: Matt Walpole (UNEP WCMC)</i>			
11.45-11.55	Introduction to session		Secretariat
11.55-12.15	Ecosystem Services Partnership	Presentation with Q&A	Dolf de Groot (Wagenin University)
12.15-12.35	GEOBON	Presentation with Q&A	Belinda Reyers (CSIR)

12.35-12.55	Biodiversity Knowledge - an EU project to support networking of knowledge on biodiversity and ecosystem services in Europe	Presentation with Q&A	Carsten Neßhöver (UFZ/TEEB)
12.55-13.15	Convention on Biological Diversity – The potential link between NBSAPs and SGAs	Presentation with Q&A	David Cooper (SCBD)
13.15-13.30	Concluding discussion		Chair
13.30-14.30	Lunch at the Paraninfo		
Sharing Information – How to communicate as a network, interally and externally <i>Chair: Claire Brown (UNEP-WCMC)</i>			
14.30-14.40	Introduction to session		Secretariat
14.40-15.00	Introduction to the new website	Live presentation of website and demonstration of functions	Lucy Simpson (UNEP-WCMC)
15.00-15.45	Communication needs	Round table: discussion around members' needs - what kinds of communication and to whom	
15.45-16.00	Coffee break		
16.00-16.20	Regional Hubs – An example of how the Americas might work	Presentation with Q&A	Omar Mohamed (The Cropper Foundation)
16.20-17.20	Regional interaction	Break out groups: discussion and feedback on regional interaction and what the Secretariat can do to assist this	
17.20-17.30	Concluding discussion		Chair
<i>Evening: 19.00</i> <i>20:00</i>	An official reception in the Town Hall Dinner at Hotel Barcelo Nervion		

Tuesday 13th December 2011 (Day 2)			
Challenges – Sharing common problems, solutions and lessons learned in sub-global assessments <i>Chair: Dolf de Groot (Wagenin University)</i>			
09.00-09.10	Introduction to session		Secretariat
09.10-10.00	Identifying challenges and solutions	Interactive: participants to identify the main challenges they have met in their assessment experiences and how they tackled them	
10.00-10.20	Technical challenges - The importance of analyzing cases of non-linear behavior in ecosystems	Presentation with Q&A	Ernesto Viglizzo (Argentina (La Pampa), NTA Centro)

			Regional La Pampa)
10.20-10.40	Technical challenges - Valuation of ES and how to mainstream into policy, lessons from TEEB	Presentation with Q&A	Carsten Neßhöver (UFZ)
10.40-11.00	Political challenges - Securing political buy in for SGAs	Presentation with Q&A	Sarala Khaling (The Himalayas, ATREE)
11.00-11.45	Coffee break and poster session		
11.45-12.50	Identifying lessons learned	Break out groups: discussions and feedback on lessons learned from challenging experiences	
12.50-13.00	Concluding discussion		Chair
13.00-14:00	Lunch at the Paraninfo		
Funding and financial support – Effective acquisition and use of funds Chair: Dolors Armenteras(UNAL Comlumbia)			
14.00-14.10	Introduction to session		Secretariat
14.10-14.40	Identifying sources of funding – Challenges and successes	Interactive: participants to identify funding sources	
14.40-15.00	Funding success stories	Presentation with Q&A	Utkarsh Ghate (India (Urban), Covenant Centre for Development)
15.00-15.50	Developing funding applications – Lessons learned	Break out groups: discussions and feedback on lessons learned from funding experiences	
15.50-16.00	Concluding discussion		Chair
16.00-16.15	Coffee break		
The Intergovernmental Platform for Biodiversity and Ecosystem Services – An update and our contribution in the future Chair: Salvatore Arico (UNESCO)			
16.15-16.35	IPBES – An introduction, an overview and an update on progress	Presentation with Q&A	Hakan Berg (SRC)
16.35-17.20	SGAs and the future of IPBES – Our contribution	Round table: discussion to develop a statement to the IPBES plenary on the contribution SGAs could make	
17.20-17.30	Concluding discussion		Chair
Evening: 18.00	A guided visit to the Guggenheim Museum		

Wednesday 14th December 2011 (Day 3)**How to assess** –Tools, processes and approaches *Chair: Belinda Reyers (CSIR)*

09.00-9.10	Introduction to session		Secretariat
9.10-9.30	Ecosystem service indicators – A case study	Presentation with Q&A	Christian Schlatter (FOEN Switzerland)
9.30-9.50	Measuring and monitoring Ecosystem Services at the Site Scale- Biscay's approach	Presentation with Q&A	Miren Onaindia (University of the Basque Country)
09.50-10.10	Conducting and building on SGAs – Spain's approach	Presentation with Q&A	Fernando Santos (Autonomous University of Madrid)
10.10-11.00	Exchanging expertise	Interactive: networking activity to discuss synergies and collaboration in areas of expertise, and exchange useful contacts	
11.00-11.45	Coffee break and poster session		
Building the future – Beyond the MA – Mainstreaming, applying and building on results <i>Chair: Alex Forbes (UNDP)</i>			
11.45-11.55	Introduction to session		Secretariat
11.55-12.10	Mainstreaming and applying study results I – ProEcoServ	Presentation with Q&A	Keisha Garcia (Trinidad – ProEcoServ)
12.10-12.25	Mainstreaming and applying results II - The uptake of SGA findings and recommendations into development policies and plans, lessons from PEI	Presentation with Q&A	Monica Lopez (UNEP/UNDP PEI)
12.25-12.50	Building a useful collective pool - How to best mainstream results/outputs of studies	Plenary discussion: mapping out key issues, lessons learned and best practice in mainstreaming	
12.50-13.00	Concluding discussion		Chair
Our Network re-visited – Meeting overview <i>Chair: Matt Walpole(UNEP-WCMC)</i>			
13.00-13.30	Network business and close	Discussion on what's next	Secretariat
13.30-16:00	Lunch at Jaureguia Restaurant		
<i>Evening: 18.00</i>	Open conference for local stakeholders		
Thursday 15th December (Day 4)			
10.00-17.00	A visit to the Urdaibai Biosphere Reserve (including lunch)		

Appendix 3: List of Posters



LIST OF POSTER ---Laboa Exhibition Room (2nd. floor)---

1.- Pantanal Millenium Assessment of Brazil

Michèle Sato,

(Environmental Education, Communication and Art Research group)

michelesato@gmail.com

2.- COAST-MAN

Traci Birge and Mari Pihlajaniemi

(Aronia Centre for Environmental Research, Åbo Akademi Univv. & Novia Univ. of Applied Sciences)

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3.-Ecosystem services in peri-urban green spaces: The influence of socio-economic factors and visitors' motivations in the valuation of Bilbao Metropolitan's greenbelt (Northern Spain)

Izaskun Casado-Arzuaga (PhD), Igone Palacios, Xabier Arana, Iosu Madaraiga and Miren Onaindia

(Plant Biology and Ecology Department-University of the Basque Country)

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4.-Working with stakeholders at the Millennium Ecosystem Assessment in Biscay SGA: Local participatory scenario planning for Biscay and its Ecosystem Services

Igone Palacios-Agundez*¹, Izaskun Casado-Arzuaga¹, Xabier Arana², Iosu Madariaga^{1,2}, Miren Onaindia¹

¹Ecology Department of the University of the Basque Country.

²Environment Department of the Regional Government of Biscay (Basque Country, Spain).

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5.-Framework for non market valuation of cultural ecosystem services in biosphere reserves

Lorena Peña; Gloria Rodríguez-Loinaz; Miren Onaindia.
(Department of Plant Biology and Ecology, University of the Basque Country)
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6.- Conservation of Arctic Flora & Fauna

Kari Lárusson
(CAFF)
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7.- Lomani Gau: Maintaining Ecosystem Health and Ecological Services for Human Well being

Joeli Veitayaki
(University of the South Pacific)
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8.-Indian Urban Rural Millennium (Ecosystem) Assessment (IURMA)

Utkarsh Ghate
(Covenant Centre for Development)
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9.- SGAs for Mainstreaming Poverty and Environment in Planning Processes

Mónica López
(UNDP-UNEP PEI)
monica.lopez@unep.org; alex.forbes@unep.org

10.- Downstream Mekong River wetlands Ecosystem Assessment (Vietnam territory)

Dr. Mai Trong Thong
(Institute of Geography, VAST)
thongmt@gmail.com

11.- Adaptation to change in interlinked cultivated and wetland ecosystems: A study in Western India

Prof. Kanchan Chopra, Prof. Jayanta Bandhopadhyaya, Viren Lobo
(Society for Promotion of Wastelands Development)
vlobo62@gmail.com

12.- Application of the Millenium Assessment (MA) Framework in Australian Context

Kamaljit K Sangha
(James Cook University)
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13.- Sao Paulo City Green Belt Biosphere Reserve SGA- Brazil

Rodrigo Victor¹ and Bely Pires²

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14.- ptTEEB: building on the experience of ptMA

Cristina Marta-Pedroso¹, Vânia Proença^{2,3}, Henrique Miguel Pereira³, Tiago Domingos²

(¹Centro de Investigação de Montanha, Instituto Politécnico de Bragança, ²Centro de Estudos em Inovação, Tecnologia e políticas de Desenvolvimento, Instituto Superior Técnico, ³Centro de Biologia Ambiental, Faculdade de Ciências da Universidade de Lisboa)

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15.-Scenarios to Aid Regional Food Security Policy Formulation

John Ingram¹, Thomas Henrichs², Polly Ericksen¹, Monika Zurek³, Adrian Trotman⁴

(¹GECAFS International Project Office, Environmental Change Institute, Oxford University, UK,

²National Environmental Research Institute, Denmark, ³Food and Agriculture Organisation of the UN (FAO), Italy, ⁴Caribbean Institute for Meteorology and Hydrology, Barbados)

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Appendix 4: Ideas board

- Capacity building on ES indicators
- Exploiting regional hub for Asia/Pacific
- Providing copies of presentation during next meeting before/for each presentation
 - SGA Network meeting USB with electronic copies of presentations
- Funding – World Bank WAVES – Wealth accounting and valuation of ecosystem services
- Capacity building workshop needed for MENA region – Middle East & North Africa
- Link SGAs to IPCC process and other initiatives – GEO 5
- Work out guidelines for an ISO for ecosystem assessment procedure – International organisation for standardisation
- Capacity building on TEEB
- Exchange visits across SGAs to share lessons learned

Appendix 5: Establishing the Role of the SGAs in the Network questionnaires

Name:

Institution:

SGA/Assessment title:

Strengths/contributions - An **area of expertise** you can bring to the network:

Name:

Institution:

SGA/Assessment title:

Weaknesses/Sought opportunities – Something you hope to **gain/learn** from the network:

Name:

Institution:

SGA/Assessment title:

An overall **expectation** of the network:

Appendix 5: Table 3.1.1: Establishing the Role of the SGAs in the Network results

Name	Institution	SGA	Strength	Weakness	Expectation
Mari Phili	Ariona R&D	COAST-MAN	<ul style="list-style-type: none"> • Public information • Media 		
Hema Kulkarni	Bhilai Mahila Maharid	IURMA	<ul style="list-style-type: none"> • Sustainable management • Forest ecosystems • Stakeholder engagement <ul style="list-style-type: none"> ○ Industry ○ Government 		<ul style="list-style-type: none"> • To work towards a co-ordinated effort for sustainable development
Nick Bertrand	UNEP/TEEB		<ul style="list-style-type: none"> • Economics 	<ul style="list-style-type: none"> • Communications • Understanding of how to share information 	<ul style="list-style-type: none"> • Foster co-operation • Encourage action/implementation
Alexander Turra	Oceanographic Institute – Sao Paulo University	Coastal MAFU Brazil	<ul style="list-style-type: none"> • Integrated coastal management • Marine ecology • Mapping (Benthic habitat) • Impact assessment 	<ul style="list-style-type: none"> • Networking • Tools • Linking science and decision making, particularly in coastal and oceanic areas and poor/developing countries 	<ul style="list-style-type: none"> • Foster science-decision making interface
Eduardo Marone	Universidade federal do Parana	Coastal MAFU Brazil	<ul style="list-style-type: none"> • Physical Oceanography • MA Experience 	<ul style="list-style-type: none"> • Making more efficient use of available human and material resources 	<ul style="list-style-type: none"> • An advance on the process linking science and society, improving human well-being in a sustainable way for both

					society and environment
Bely Pires	AHPCE	Sao Paulo Green Belt	<ul style="list-style-type: none"> • Organisation/management of scientists 	<ul style="list-style-type: none"> • Developing and maintaining an SGA 	<ul style="list-style-type: none"> • Share information about other SGAs, support individual SGAs, set up regional hubs
Rodrigo Victor	Sao Paulo State forest institute	Sao Paulo Green Belt	<ul style="list-style-type: none"> • Urban ecosystems • Integrated environmental assessment 	<ul style="list-style-type: none"> • Fundraising sources and strategies • National/regional visibility • Methodologies 	<ul style="list-style-type: none"> • Disseminate information, capacity building, give inspiration to continue the assessment process, set up effective communication and networking tools
Dolors Armenteras	UNC	Colombian coffee	<ul style="list-style-type: none"> • Ecosystem service assessment • Developing indicators • Scenarios • Sectoral engagement – coffee sector 	<ul style="list-style-type: none"> • Networking • Fundraising • Scientific knowledge • Improving science-policy interface 	<ul style="list-style-type: none"> • Share experiences, challenges, failures
Dolf de Groot	Wageningen university		<ul style="list-style-type: none"> • Science of ecosystem service assessment • Networks 	<ul style="list-style-type: none"> • Local scale applications • Connections with IPBES 	<ul style="list-style-type: none"> • "To change the world" - Make our relationship with ecosystems more sustainable and fair (poverty alleviation). • How - Support implementation of ecosystem

					<p>approach, turn lessons learned into guidelines, create a communication platform at different scales; local-national-global and between stakeholders (community, business, policy) and link with practice. Create local/regional examples of 'good practice'.</p>
Hakan Berg	SRC/SwedBio		<ul style="list-style-type: none"> • Links to PECS • Experience from Swedish assessment cases 	<ul style="list-style-type: none"> • Science-policy integration 	
Diane Kalimi	UNEP-ROWA		<ul style="list-style-type: none"> • Biodiversity MEAs • Synergies with NBSAP updating process in ROWA regions • Regional priorities/needs 	<ul style="list-style-type: none"> • New tools in assessments • How to secure funding from international donors for regional projects 	<ul style="list-style-type: none"> • To share insights for SGA's future strategy • To create links to UNEP-ROWA • To support regional SGAs
Miren Onandia	University of the Basque Country	Ecosystem assessment of Biscay	<ul style="list-style-type: none"> • Mapping and evaluation of Ecosystem Services 	<ul style="list-style-type: none"> • The relationship between human well-being and ecosystem services, and demonstrating the link 	<ul style="list-style-type: none"> • Platform for sharing methodologies and experiences • Facilitate

					collaborative work
Fernando Gast			<ul style="list-style-type: none"> • Human well-being • Ecosystem services • Sectoral engagement – Coffee sector 	<ul style="list-style-type: none"> • New approaches • Strengthening national capacity • Creating policy actions 	<ul style="list-style-type: none"> • To share lessons from other assessments
Ernesto Viglizzo	INTD Argentina	Pampas	<ul style="list-style-type: none"> • Ecosystem assessment through use of indicators 	<ul style="list-style-type: none"> • Communicating results to influence decisions and policy makers 	<ul style="list-style-type: none"> • Get a global overview about the biophysical state of relevant ecosystems or biomes and updates on conditions/states
Yogesh Gokhale	TERI	Himalayas	<ul style="list-style-type: none"> • Linkages between ecology and culture/traditional knowledge 	<ul style="list-style-type: none"> • Mainstreaming and follow up • Developing/identifying global relevance of local scale SGAs 	<ul style="list-style-type: none"> • Interactive • Determine objectives for SGAs • Leveraging local SGAs to a higher scale of relevance for mainstreaming.
Valerie Laporte	EEA	EURECA	<ul style="list-style-type: none"> • Analytical frameworks • Classification of ecosystem services • Ecosystem Accounting • Exchange with countries 		<ul style="list-style-type: none"> • Create a common language to connect SGA with global assessment
Joeli Veitayaki	University of South Pacific	Lomani Gau	<ul style="list-style-type: none"> • Capacity building • Outreach with local communities 	<ul style="list-style-type: none"> • Use of sustainable technologies that can be introduced in local communities 	<ul style="list-style-type: none"> • Strengthen and facilitate local-level work
Kamal Sanga	James Cook University/USQ	Aboriginal	<ul style="list-style-type: none"> • Terrestrial Ecosystem services • Valuation (monetary and non-monetary) 		<ul style="list-style-type: none"> • Act as a platform to establish links and collaborations

					<p>with individuals and organisations</p> <ul style="list-style-type: none">• Sharing of knowledge (tools).• Enhance opportunities for fundraising• Support regional meetings/collaboration
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Appendix 5: SGA Regional Network: The Asia-Pacific Regional Hub



Concept Paper

SGA Regional Network: The Asia-Pacific Regional Hub

Objective

The main objective of the SGA Network Regional Hub for Asia- Pacific is to enhance the exchange of information among the SGA members in the region. This regional hub seeks to strengthen the SGA Network in its thrust to contribute to relevant global processes such as the articulation and implementation of various Multilateral Environmental Agreements, including the ongoing Intergovernmental Platform on Ecosystem Services and Biodiversity (IPBES), Intergovernmental Panel on Climate Change or IPCC, and in creating a political environment that could enhance the recognition of the importance of ecosystem assessments among member-states of the ASEAN and the South Asia Association of Nations.

Members of the SGA Regional Network: The Asia Pacific Hub

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6. Victoria Espaldon, Philippines (voespaldon@yahoo.com)
7. Florence Bernard, ICRAF/Kenya (f.bernard@cgiar.org)
8. Ardina Purbo, Indonesia (ardinapurbo@yahoo.com)
9. Wahyu Indraningsih, India (windraningsih@yahoo.com)
10. Yogesh Gokhale, India (yogeshg@teri.res.in)
11. Kamaljit Kaur, Australia, (Kamaljit.Kaur@jcu.edu.au)

Preliminary Activities

1. Support the SGA Network website. This can be done by providing a link or a button at the SGA Network website for the Asia-Pacific Hub. The Asia Pacific Hub can contain pertinent information such as:
 - SGA updates (summary, related publications from the SGA, related national, sub national, and community meetings that promote the use of SGA results, meetings and presentations made);
 - List of experts, field of specializations and related research and extension works and publication (very brief). This may include others from home countries with similar works and willing to devote time to the networks activity;
 - Potential funding opportunities for regional and global cooperation
 - Meetings and upcoming events

The SGA Secretariat can provide the Coordinator a key to access the website, and upload the information from the region. This hub will not create a separate website to ensure that the SGA members will go through the SGA Network to access the information.
2. Determine capacity development needs among SGA regional member
3. Explore research agenda for SGA to inputs to national and sub-national pro-poor economic development thrusts; and explore ways for ecosystem assessment to be relevant to achieving MDG among member countries.
4. Identify and develop regional proposals to donor agencies.
5. An annual meeting (?)
6. Logistics support from the SGA Network (?)

Coordination

The SGA regional members shall elect a coordinator from among the members on an annual basis. The coordination function shall revolve among SGA members.

Appendix 6: Challenges and possible solutions questionnaires

TECHNICAL challenges

Name:

SGA:

Challenge faced:

Solution:

POLITICAL/INSTITUTIONAL challenges

Name:

SGA:

Problem:

Solution:

PROCESS challenges

Name:

SGA:

Problem:

Solution: