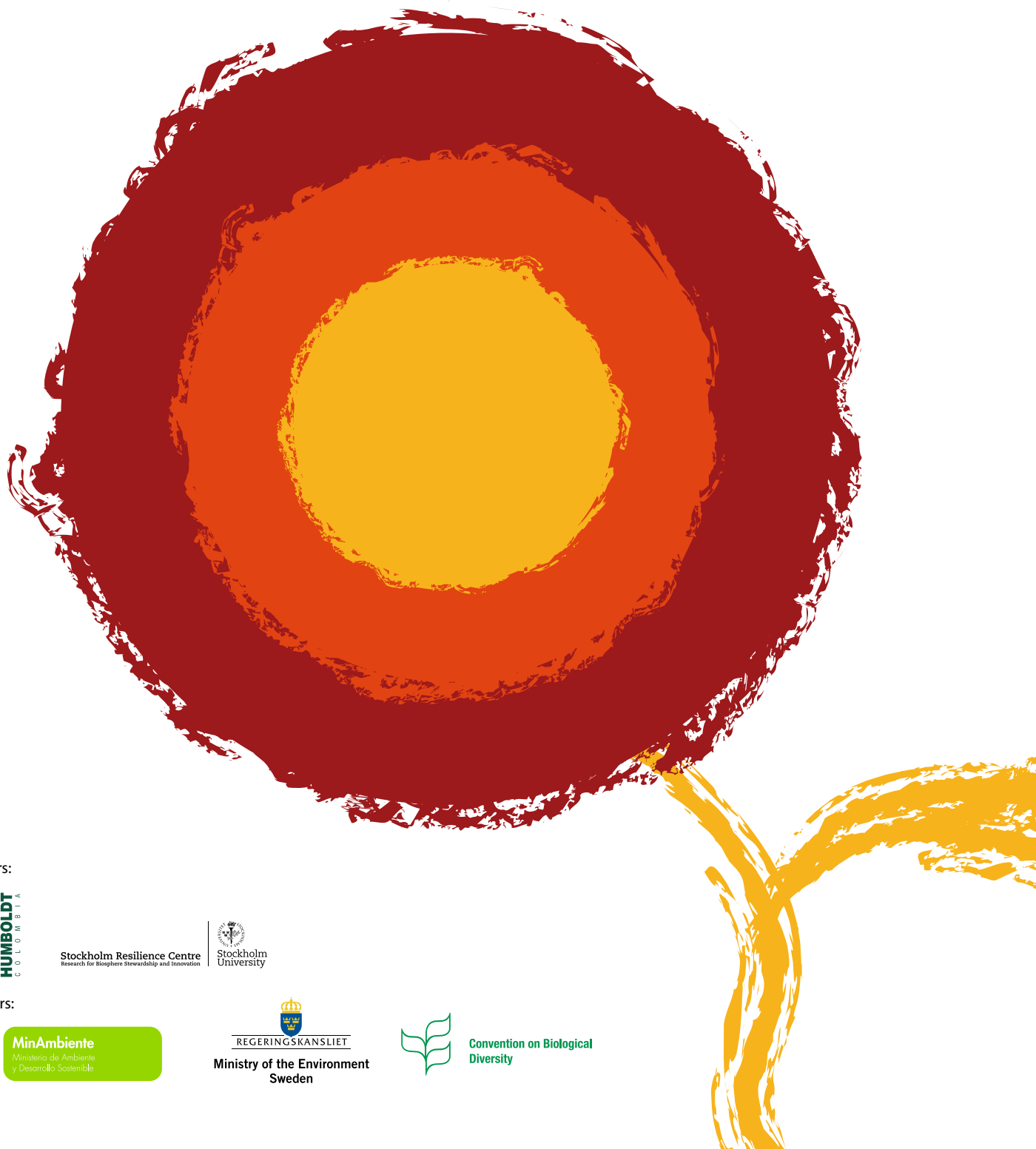


Co-Chairs' Report

Integrating Social-Ecological Resilience into the New Development Agenda

*Multi-stakeholder Dialogue
Medellín, Colombia
2-4 December 2013*



Organisers:



Stockholm Resilience Centre
Research for Biosphere Stewardship and Innovation



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Convention on Biological
Diversity

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The mark of
responsible forestry

Introduction

Reconnecting people and nature should be at the heart of sustainability discussions. However, the fundamental connections between humanity and the biosphere on which we depend are not respected, and in some instances are not even adequately recognised, in many of the priority issues in the current discussions about global sustainable development goals (SDGs).

In December 2013, the Medellín Multi-stakeholder Dialogue brought together a wide variety of people engaged in the current deliberations about global sustainability, to explore the issues that arise in this stark gap between ecological reality and current policies and practices (Table 1).

Our shared message is simple: Life on Earth, in all its diversity, shapes the environmental, social and economic processes and resources that are ultimately key to human well-being and achieving all SDGs (Figure 1). Losing biodiversity erodes the basis for sustainable development by undermining ecosystem services and social and ecological resilience, which reduces the capacity for adaptive responses in a rapidly changing world. Biodiversity should thus be integrated in all the SDGs and become a goal in its own right (Figure 2).

A sharper focus on integrating biodiversity is essential in the post-2015 goal-setting process. This is critical to help buffer against ecological impacts and pressures in the face of growing human needs. We also expect more environmental and societal surprises, because of the intricate social and economic connections of today's globalised world, and the physical processes of global climate change. Thus, we must maintain the world's capacity to buffer these changes, so that humans can adapt, and where necessary to respond in sustainable and transformative ways.

Our research institutes, Colombia's Alexander von Humboldt Institute for Research on Biological Resources, and the Stockholm Resilience Centre in Sweden, organised the Dialogue with the strong support of our respective national governments, and in consultation

Dialogue co-chairs

Johan Rockström, Executive Director, Stockholm Resilience Centre at Stockholm University

Brigitte Baptiste, General Director, Alexander von Humboldt Institute for Research on Biological Resources

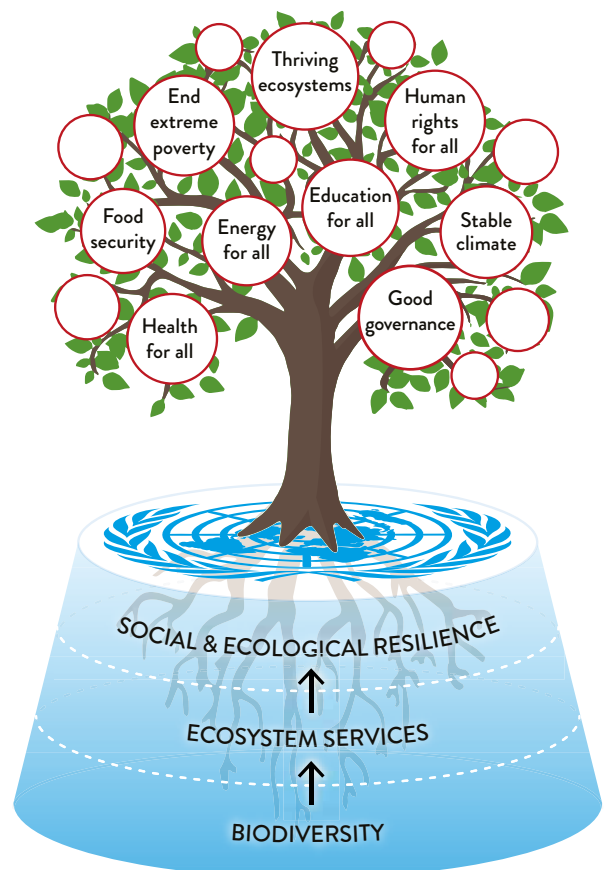


Figure 1: Biodiversity should be integrated in all the SDGs, because it shapes the environmental, social and economic processes and resources that underpin all human well-being. Losing biodiversity erodes the basis for sustainable development by undermining ecosystem services and social and ecological resilience, which reduces the capacity for adaptive responses in a rapidly changing world.

with the Secretariat of the Convention on Biological Diversity. Both Sweden and Colombia are committed to promoting the important transformations that are needed for sustainable development to become a global reality. Our research institutes are at the heart of international scientific networks advancing the frontier of academic knowledge about the interactions and the resilience of our world's linked ecological and social systems.

The Medellín Dialogue included representatives of governments, science and academia, UN and other

international organisations, civil society, the private sector, and other policy-influencers from around the world. Participants shared expertise and experiences from a wide variety of perspectives, discussing the evidence and addressing the various priority issues that are at the forefront of current political debates about the agenda for sustainable development. We used our shared knowledge to build up narratives that describe how these priority issues relate to Earth's biodiversity and the invaluable – yet too often invisible – services that the world's ecosystems provide to humanity.

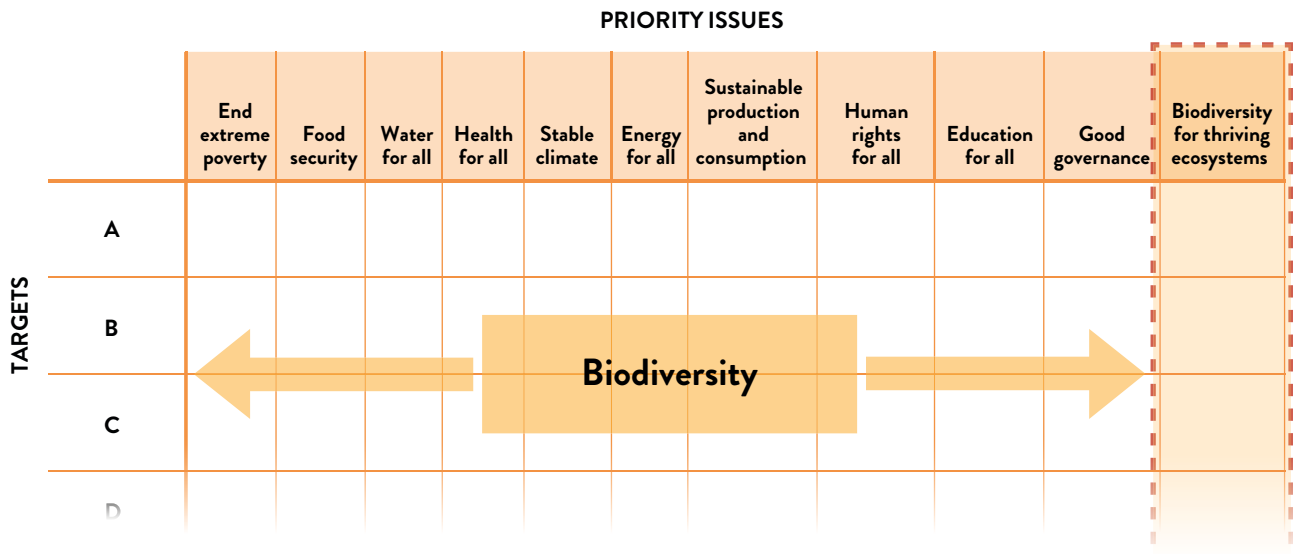


Figure 2: Maintaining social-ecological resilience requires mainstreaming biodiversity and ecosystem services into all global sustainable development goals, as well as biodiversity being a stand-alone goal in its own right.

The Message from Medellín

Drawing upon the discussions at the December 2013 Multi-Stakeholder Dialogue, we make some specific recommendations for integrating social-ecological resilience, underpinned by biodiversity and ecosystem services, into the new development agenda:

- **The Sustainable Development Goals should be founded on principles of universality, integrity, equity, and quality of life in all its forms.** We recognise the importance of true involvement and engagement of all stakeholder groups in the goal setting, measuring, monitoring and follow-up evaluation processes. This means a greatly expanded and deepened engagement with civil society and local communities in priority-setting and decision-making processes that affect them now and in future generations.
 - **Goals need to promote human prosperity within Earth's safe operating space, defined by planetary boundaries.** Respecting planetary boundaries means recognizing the fundamental biophysical thresholds that characterize our planet's dynamics and which define a safe operating space for humanity. Crossing these thresholds takes humanity into conditions of unprecedented and often unpredictable risks.
 - **Human prosperity depends on people reconnecting to the biosphere (meaning all life on Earth).** There is frequently a disconnect between social and environmental domains, both in knowledge and in society's choices. The framework for goals and targets for all priority issues needs to reflect the essential contribution that biodiversity and ecosystem services make to human well-being and our sustainable development. Sustainable use and conservation of biodiversity should be an SDG in its own right, building coherence among other proposals related to healthy, productive and resilient ecosystems. Recognition of the connection between human well-being and biodiversity should also be integrated in all SDGs. It is important to take as a starting point the past 20 years of experience, policy and practice of the Convention of Biological Diversity (CBD). More specifically, the SDGs should make use of internationally agreed language on the 2050 Vision, Goals and Targets under the Strategic Plan for Biodiversity 2011-2020.
 - **Policy processes need to handle issues of power, knowledge and rights in much improved ways.** Many power holders, notably some of the largest global corporations, do not fulfil their social and environmental responsibilities, which includes a lack of the transparency and accountability that sustainable development requires. This must urgently change. Individual and collective rights, in particular those from indigenous, traditional and local communities who depend directly from sustainable use of biodiversity for their livelihoods, must be given a voice and decision-making power in processes that affect them, and in issues where their deep knowledge and customary norms are essential for effective responses. Environmental justice is a major part of social equity.
 - **Fundamental institutional redesign is needed to enable the transformations to more sustainable pathways.** First, because sustainable development requires the urgent closure of current implementation gaps. Secondly, because insights from studies of social-ecological systems suggest that human activity will likely trigger unexpected and non-linear changes. Therefore, SDGs need to be embedded in an adaptive governance context that allows for recursive adjustments of goals and strategies. Adaptive governance is characterized by collaborative, flexible and learning based mechanisms, which recognize and value the diversity of knowledge, gender, legal systems and institutional richness – that persist among indigenous, traditional and local communities – as a source of cultural resilience.
- Information underpins resilient and adaptive institutions. Institutions that foster learning and allow rapid feedback to decision makers, alongside

investments in improved data collecting and reporting systems for SDGs, can provide further adaptive capacity, in the light of potentially rapid or abrupt global changes.

- **Target-setting needs to add up to real sustainability progress.** This means that both processes *and* outcomes will need to be measured. Since sustainability became a political concern in the 1970s, the world has built up a great deal of

expertise and experience (not least under the CBD) regarding targets, metrics, and indicators¹ – but gaps still urgently need to be filled with regard to appropriate measures of biodiversity and its contribution to human wellbeing. Simultaneously, targets and indicators must relate to knowledge and capacity building across society, addressing all dimensions of the social-ecological system and capturing people’s cultural and subjective wellbeing.

Table 1: The current state of integration of biodiversity and ecosystem services in the priority issues of the SDG process. Ecological integrity and biodiversity are essential preconditions to human development, but there are many knowledge, policy and implementation gaps in the current management of environment and development. In many sectors and issue areas, humanity’s disconnection from the biosphere creates acute sustainability problems. The table, developed by the organizers, is based on an interpretation of the outcome of the Dialogue conversations.

	Knowledge Is there recognition of the relationship between the issue area and biodiversity and ecosystem services?	Policy Do existing institutions and policies address the links between the issue area and the biosphere?	Implementation In practice, do society’s decisions and actions in this issue area reflect the importance of the biosphere?
End extreme poverty			
Food security			
Water for all			
Health for all			
Stable Climate			
Energy for all			
Sustainable production and consumption			
Human Rights for all			
Education for all			
Good governance			

Key:

	Knowledge	Policy	Practice
	A high degree of expert evidence and societal knowledge is available about how biodiversity and ecosystem services relates to the issue area	National and international policies reflect the link between biodiversity and ecosystem services and the issue area	Policies are implemented and society takes practical actions in this issue area in ways that reflect the links to biodiversity and ecosystem services
	There are gaps in evidence and knowledge about the relationship of the issue to biodiversity and ecosystem services	Policies for this issue only partially reflect the link to biodiversity and ecosystem services	In practice, society’s actions in this issue area only weakly respect the link to biodiversity and ecosystem services
	There are serious knowledge gaps about the links between the issue area and biodiversity and ecosystem services	Policies do not reflect the link between biodiversity and ecosystem services and the issue area	There are serious policy implementation gaps; society’s actions in this issue area do not reflect the link to biodiversity and ecosystem services

¹ Aichi Biodiversity Targets, <http://www.cbd.int/sp/targets/>

Discussion Summary: Integrating Social-Ecological Resilience in Sustainable Development Goals

In this section, we outline the main themes that emerged from the Medellín Multi-stakeholder Dialogue.

Why focus on integrating resilience in the SDG process?

A resilience approach addresses the ability of social-ecological systems to deal with complex changing conditions, respond appropriately to disturbances, and still continue to thrive. Framing today's urgent global concerns in terms of resilience is crucial. This approach can shed valuable light on the links between global environmental stewardship and poverty alleviation in potential development frameworks and future goals. It means that the proposed new development agenda can go beyond a "shopping list" of social, economic and ecological objectives defined independently of each other, to different types of goals that recognize and respect the dynamic interactions and interdependencies of societies and our environment.

Understanding resilience requires attention to the whole social-ecological system, because often complex relationships within the system need to be recognised. Rapid and large-scale changes are evident in both social and biophysical components of the global system, and are recognised to present risks to people and societies. Strong concern was expressed in the Medellín Dialogue because the interactions between humanity and ecosystems are often not taken into account in policies and practices. This is evident even for topics such as food, health, and poverty, which arguably display the links most profoundly. In health, for example, links between biodiversity and wellbeing are well evidenced. Sustainable food production systems and nutritional health, depend upon healthy ecosystems. A rich and varied biodiversity strongly contributes to reducing malnutrition amongst poor people. Wild foods complement seasonal crops and become vital during famine, wars and droughts. WHO estimates that up to 80 percent of people in developing countries, especially poor people are dependent on traditional medicines from nature. More than 50 percent of all commercial medicines used today come from natural substances, mainly coming from rainforest biodiversity.

A resilience perspective illuminates gaps in the pathway to global sustainability. The Medellín Dialogue focused on gaps in knowledge, policy, and practical implementation. These serious gaps, sometimes reflected as direct conflicts between proposed goals, show a cognitive disconnect between social aspirations and ecological realities. A resilience approach can also highlight areas where society is moving along undesirable pathways but where rigid social and institutional factors create 'vicious circles' that make it difficult to adapt or transform in sustainable ways. Options for strengthening resilience can (and should) come from both the social and biophysical components of the system. A resilience approach can indicate where interventions and preparedness can shift the system to a 'virtuous cycle' where well-functioning ecosystems support human wellbeing.

Diversity is key to the resilience of social-ecological systems. We have so far emphasised biodiversity, but diversity of human perspectives and knowledge contributions is also at the heart of sustainable development. Sustainable development should be a human development process founded on principles of universality, integrity, equity, and quality of life in all its forms. We must recognise the importance of true involvement and engagement of all stakeholder groups in the goal setting, measuring, monitoring and follow-up evaluation processes. This means a greatly expanded and deepened engagement with civil society and local communities in priority-setting and decision-making processes that affect them now and in future generations.

Resilience is the long-term capacity of a system to deal with change and continue to develop. For an ecosystem such as a forest, this can involve dealing with storms, fires and pollution, while for a society it involves an ability to deal with political uncertainty or natural disasters in a way that is sustainable in the long-term.²

² www.stockholmresilience.org/21/research/what-is-resilience.html

Reconnecting people to nature – issues for integrating biodiversity and ecosystem services into SDGs for social-ecological resilience

Biodiversity plays a vital underpinning role in the priority issue that are at the forefront of the current political debates about the SDGs. In all of the potential goal areas we discussed, biodiversity was recognized in fundamental ways. Thus, the question asked was whether biodiversity should be a global goal in its own right? The strong consensus of the Medellín Dialogue participants is that biodiversity's essential role in sustainable development should be recognized, respected, valued and integrated into all other SDGs as well as being a goal in its own right. In a sense, the international community has already decided that is the case, when it agreed upon the 1992 Convention on Biological Diversity, with its objectives and the subsequent processes of target-setting and implementation. The past 20 years of experience, policy and practice clearly need to be integrated into the current processes. The newly established Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) can play a critical role in addressing the needs of the SDG framework to incorporate knowledge on the complex relationship between ecosystem services and human society.

Figure 2 illustrates how biodiversity and ecosystem services could be integrated, as targets and indicators, for all priority sustainability issues. The centrality of biodiversity and ecosystem services means that sustainable use and conservation of biodiversity also merits becoming a Sustainable Development Goal in its own right, to assure ecological resilience and the flows of ecosystem services to society. Whichever way the political process takes matters, the Medellín participants emphasised that care needs to be taken to ensure that biodiversity is integrated in the goal framework. Despite its ubiquitous importance, experience shows that the role of the biosphere too easily gets overlooked. We now highlight some of the issues we discussed relating to the integration of biodiversity in sustainable development.

Facing the biophysical reality

Humanity's fundamental dependence on Earth's ecosystems means that the current model of development is more than inadequate. It is increasingly recognised as actually being dangerous, where humanity's current patterns of resource use and ecological degradation are increasing exposure to risks of social, economic and environmental crisis and shock. In most of the debates, the *urgency* of tackling current unsustainability is not really acknowledged. New concepts of truly sustainable development are needed

that incorporate a much more realistic worldview acknowledging the connection between human development aspirations and the biophysical world.

Where are humanity's connections to the biosphere? Different stakeholder perspectives on the key issue areas discussed in Medellín have highlighted several different parts of the process where the connections need to be restored – there are knowledge voids, problems with policy integration, and persistent implementation gaps.

Blocks to understanding the links between human development and all life on Earth contribute just partially to the current disconnects in policy and practice. Sometimes action is simply hindered by a lack of interest in the issues. In particular, the wealthy are generally shielded from the problems and do not even notice environmental change. For many people living in poverty, biodiversity is central to their wellbeing (they depend directly on soil, seeds, fiber, water flows, livestock herds). The urban poor have even less access to natural capital – in most of the world's cities, they have a very negative experience of the link between human wellbeing and biodiversity. The poor are rarely in a position to drive action on sustainability, or to mobilise the affluent to become interested and to take action.

The disconnect also presents challenges in responding to the problems once they are recognised and understood. For example, responding to physical climate change fundamentally means *responding to the needs of individual people* – informing the everyday choices that people make, and transforming people's patterns of consumption and societies production patterns, and a fundamental matter of equity and fair distribution. Unfortunately, this connection is still very weakly addressed in practice.

Metrics and indicators

Past experience with international goal setting processes shows that action planning and attention to implementability need to be a core part of the discussions from the outset. Pathways to achieving the goals must be realistic, and progress along those pathways must be measurable.

A huge number of different sustainability-related frameworks, targets, metrics and indicators already exist worldwide, used in different social contexts³. At the same time, without political will and effective policies, these current targets are not enough. Implementation gaps are highlighted as a pressing problem for the most serious global environmental and social issues (e.g., biodiversity loss, air and water pollution, climate change, human health, and many other contexts⁴). Public education, public scrutiny and greater transparency can play an important role in progressing towards sustainability (e.g., the global public information

³ Aichi Biodiversity Targets, <http://www.cbd.int/sp/targets/>
⁴ For example, see the CBD (2010) Global Biodiversity Outlook 3; UNEP's Chemicals Outlook 2013; the UNEP/INI (2013) Our Nutrient World report and the IPCC WG1's 2013 Climate Change: Physical Science Basis; WHO (2013)

network Eye on Earth is an example of the power of extended and timely access to environmental knowledge).

An important balance needs to be found in terms of going beyond the current undesirable status quo while identifying effective metrics that are suitable as targets and indicators. While ensuring indicators and targets are measurable (e.g., with current national statistics), we must go beyond using just what is currently measured. Adhering rigidly to targets and indicators identified and defined in the past can actually block adaptation in the light of new understandings and societal goals. In the new development agenda there will be new data needs, with implications for national resource allocation and capacity-building. Time-limited targets are essential in adaptive processes.

Indicators can show the state of the world in important ways, but it is not adequate to keep on tracking our own decline in ever richer detail. An example of a target that sounds good but is flawed in this regard is in MDG 7 Target B – stopping the *acceleration* of ecosystem destruction is not the same as simply stopping that destruction. This implies that process and outcome metrics are both needed. And there are many ways to link outcome to process, and also to link social and ecological dimensions within the same goal or target. For example, human health could be taken as a key outcome of an environmental goal.

In the current sustainable development debates, social and ecological issues are often regarded as separate concerns, development is too often equated with the market economy, and economic objectives are often given political primacy. All of these features involve over-simplifying the complexity of social-ecological systems, and this is a risky trap. Indicators are needed that address the interdependent aspects of humanity and nature. Indicators should also address all dimensions of the social-ecological system, including people's cultural and subjective wellbeing is important, and extends beyond the provision of material needs.

Knowledge for action

The important sustainability discussions currently underway worldwide – not just in New York – are benefiting from a rich diversity of inputs. The Medellín Dialogue is just one of many instances where sustainability-informed people in science, policy and wider society have the opportunity to talk directly with each other and share their diverse knowledge. A major theme in the Dialogue was that goals, targets, metrics and indicators are all important, but they must be part of a wider social process for learning and action.

Participants frequently returned to reflect upon the nature of scientific responsibilities in the context of

social change. Science plays a powerful role in the global sustainable development debates, because it provides the capability to understand and in some instances to predict global change. Informed participants therefore must play a key role in social-ecological governance, but this requires new skills and competencies in scientists as their knowledge extends into the domains of policy and action. It also requires the inclusion of inputs from a much wider range of knowledge-holders than we have generally seen in the past.

Participants also highlighted the importance of bridging research and ethics as well as the pedagogic function of scientists. Sustainable development involves access to information, learning, and embedding an awareness of environmental value (and indeed of environmental debt). At present, too many people in the world are under-informed. Even for many educated people, it is difficult to handle knowledge of complexity, of the kind that characterises social-ecological systems. Education must take into account the challenges facing the world in the twenty-first century, and be transformative, integral (must see the human being as part of a whole), look at other forms of knowledge (other visions, knowledge systems, cultural values and ways of thinking). Education at all stages in people's lives needs to raise issues of sustainable development such as the respect of human rights, social inclusion, environmental justice and the vital dependence of human systems on the ecosystems of which we are part.

Power and policy

Policy processes are dynamic, not static. An on-going cycle of priority-setting, policy development and action is vitally important for resilient and adaptive responses, but the choices that society makes and implements need to be evaluated regularly, including by the people who are most affected by those choices.

Policy processes are therefore intimately bound up with questions of human rights. Human rights legislation is the institutional protection of respect between human beings. The shift from Millennium Development Goals (oriented towards the world's poorest people) to the Sustainable Development Goals (which at least tacitly involve all the world's people) has cast a new spotlight on the question: *Who constructs the notion of what is sustainable development?* At Medellín, the conversation around this issue had a very strong focus on social-ecological resilience in poverty eradication. The roots of poverty can generally be found in differences in access to natural resources. Environmental justice is a major part of social equity.

The protection of indigenous people's and local communities' rights is vitally important – partly because they have a key role as authorities in their territories and "keepers of the land". Facilitating their full and

effective participation in deliberative processes about global sustainability, keeps the spotlight on the good governance principle of participatory inclusiveness. It is also already widely agreed that decision-makers must engage better with indigenous, local and traditional communities since their deep knowledge is essential for effective response: in a complex dynamic world, there is a need for two-way exchange of information and knowledge. Maintaining and protecting cultural diversity sustains people's livelihoods, and confers resilience by keeping different tracks open for development.

A further question is: *How do policy choices about sustainable development translate into actions and behaviour?* In many parts of the world, there is unprecedented engagement in sustainable development discussions and action, enabled by technology and often motivated by past experiences. However, there are also many blocks to the process. A key problem is the unbalance of power, which often lies in the hands of strong corporate and political interests with limited societal accountability and transparency. Apathy traps are common for people who are marginalised and underestimated in policy processes. The most vulnerable people suffer even more from a lack of access to instruments to respond to the problems that affect them, and to channels that influence the causers of change. Together with knowledge and learning, inclusion and participation is key to breaking the vicious cycle of inappropriate human development and environmental degradation.

Deep institutional redesign

Several contributors to the Medellín Dialogue highlighted contemporary examples that illustrate that a fundamental infrastructure change is needed for the global economy. For instance, UN reports show feeble progress on MDG 8 on global partnership⁵, which is the one Goal that could and should bring about the structural changes that are needed for enduring global poverty alleviation. Quite simply, the challenge of achieving a fairer and more equitable world is not taken up by nations because it goes against the interests of the powerful. The result of "closing their eyes" to the underlying flaws in the global economic system is that progress on crucial social and environmental issues is effectively meaningless. Proposed Sustainable Development Goals risk having inconsistent and incompatible targets because the link between the economic system and the dynamics of the social-ecological system is not acknowledged. Calls for bottom-up individual behavioural change (notably, to reduce ecologically inappropriate consumption) are obviously important, but for global impact a concerted top-down framework for coordinated policy effort is also needed.

In an institutional redesign, it must be made sure that rights and responsibilities are allocated to all actors, including those making the decisions on natural resources, those directly managing those resources and those impacted by those decisions. A system of co-responsibility must underpin the governance of natural resources, not only for decision-making but also for planning, implementation and evaluating policies. A meaningful partnership among players such as civil society, local communities, local authorities and governmental bodies as well as private sector entities would strengthen governance and ensure a common future with equitable distribution of rights and responsibilities. This type of governance would also ensure equitable access and equitable sharing of benefits resulting from the use of natural resources.

In this way, there can be a virtuous cycle between biodiversity and governance. This is currently most evident at the local, community level. Conservation and sustainable use "mosaics"⁶ or networks of protected areas and complementary landscapes can be developed, generating larger-scale agreements around the use of natural resources, and strengthening local institutions. In sum, systems of co-responsibility can be part of and promote better governance, ensuring accountability, transparency, equitable access, and the respect of fundamental human rights.

About the Dialogue

The Medellín Multi-stakeholder Dialogue was organised jointly by the Alexander von Humboldt Institute for Research on Biological Resources, the Ministry of Environment and Sustainable Development of Colombia, and the Stockholm Resilience Centre at Stockholm University, with the full support of the Governments of Colombia and Sweden, and in consultation with the Secretariat of the Convention on Biological Diversity. Colombia and Sweden both have strong interests in the on-going SDG process, and both nations act in a position of leadership in the global discussions about sustainable development. Colombia was one of the nations that first called for global sustainable development goals in the run-up to the 2012 UN Conference on Sustainable Development in Rio de Janeiro. Building on the outcomes of Rio+20, the national governments of Colombia and Sweden have engaged in comprehensive discussions with the research community, drawing upon the shared interests and capacities of the Stockholm Resilience Centre and the Alexander von Humboldt Institute to inform their positions in this international process.

Knowledge Dialogues are events that gather participants with different points of view to discuss challenging and often controversial issues in an open manner. The Resilience and Development Programme at Stockholm Resilience Centre has convened and facilitated several such Dialogue events⁷, promoting the exchange of experiences and information and building trust.

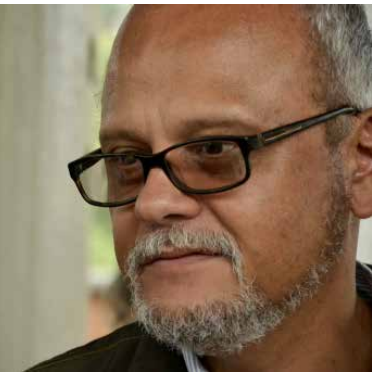
About 60 participants from 18 countries took part in the Medellín Dialogue. The dialogue provided a unique platform to discuss and exchange views on the importance of social-ecological resilience in development. Founded upon a strong North-South collaboration, it had a very international and multicultural participation. A particularly valuable feature is that it helped forge new and strong links between indigenous peoples representatives, community-level sustainability practitioners, and the scientific and policy communities. Participants also

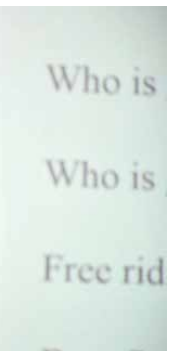
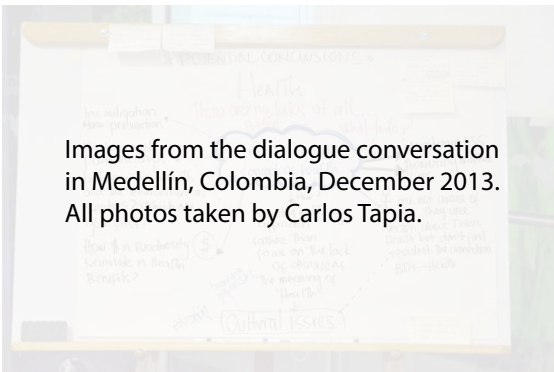
identified key windows of opportunity to engage in the global sustainability goal-setting process.

The specific aim of this Dialogue was to explore options for better integrating social-ecological resilience, underpinned by biodiversity and ecosystem services, into the future development goals and monitoring frameworks. Our starting point was a discussion of *why* it is important to integrate biodiversity and resilience better. Participants discussed the multiplicity of goals and the many strategies and frameworks for goal-setting that has been proposed by the international community. Because of humanity's intrinsic dependence on Earth's biodiversity, social-ecological resilience requires that the link between biodiversity and ecosystem services is recognised and integrated in those different categories of goals and strategies.

The Dialogue helped to generate a better shared understanding of the links between biodiversity and ecosystem services in a broad range of development issues, in the context of social, economic and environmental sustainability. The Dialogue broadened and enhanced our shared understanding of biodiversity not as a problem to solve, as it is often perceived, but as an important opportunity and solution for sustainable development. This understanding is deepened in the full Dialogue seminar report. This understanding is deepened in the full Dialogue seminar report that can be downloaded from www.medellin-dialogue.com.

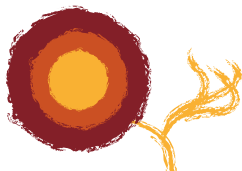
⁷ www.dialogueseminars.net







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The Multi-stakeholder Dialogue on
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