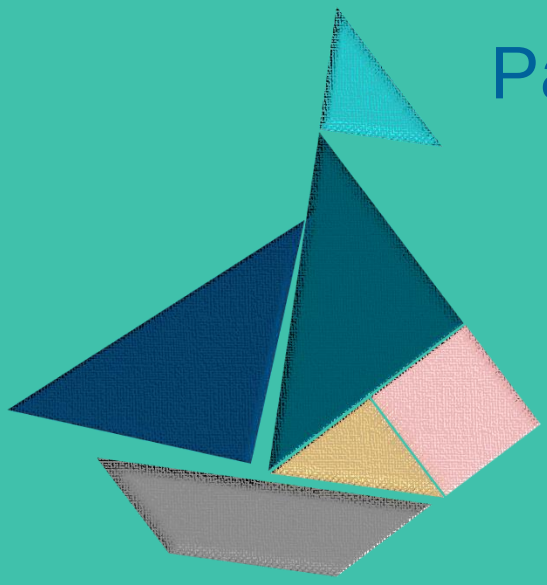
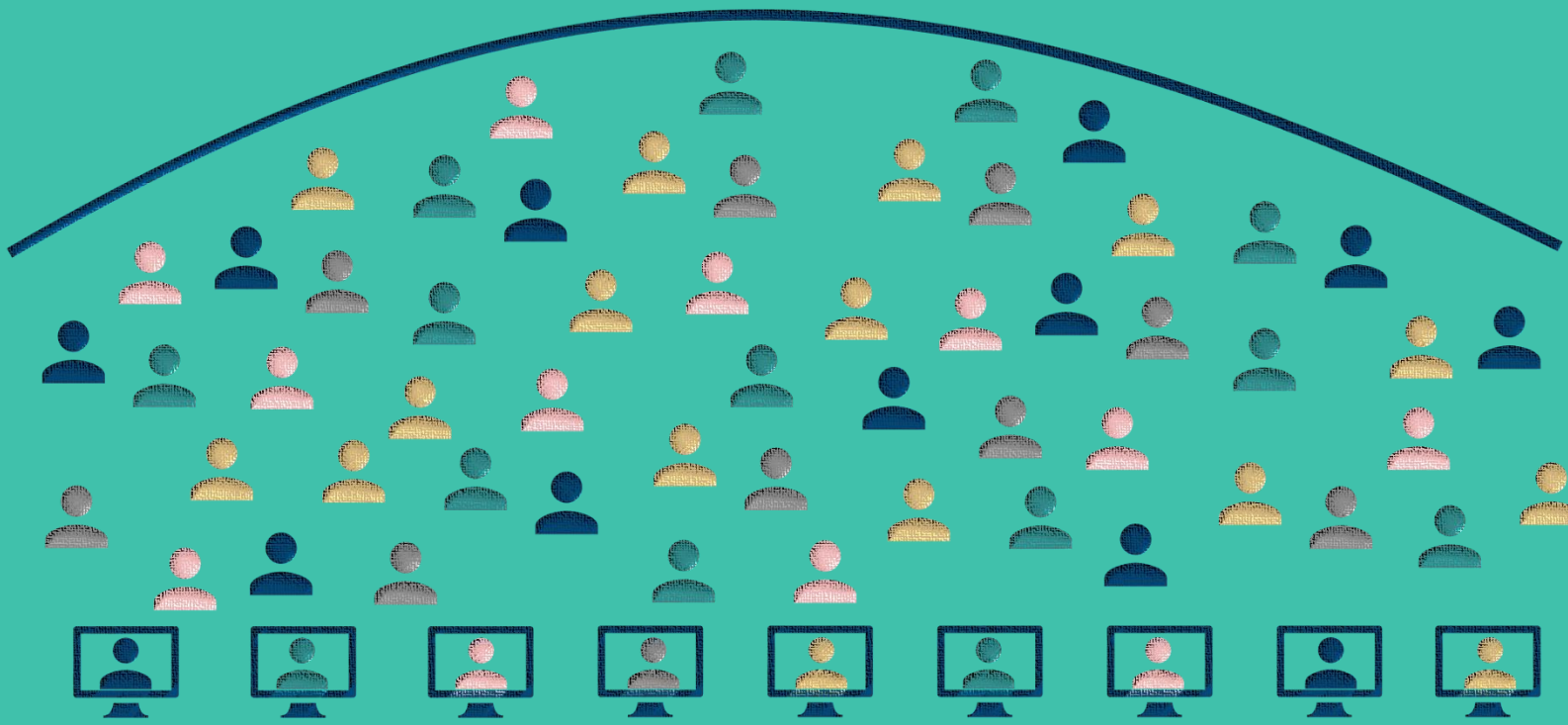
marine spatial planning global

Opening Conference

11-12 February 2019

Paris, FR





United Nations Educational, Scientific and Cultural Organization

Intergovernmental Oceanographic Commission

Sustainable Development Goals

14 LIFE BELOW WATER

Co-funded by the European Maritime and Fisheries Fund of the European Union

On the 11-12 February 2019 the MSPglobal Opening Conference officially launched the MSPglobal Initiative with the presence of about 120 participants from over 50 different countries in the UNESCO HQ, Paris (France). In addition, more than 50 participants followed the conference online through webcast available in English, Spanish and French.

Participants Profile

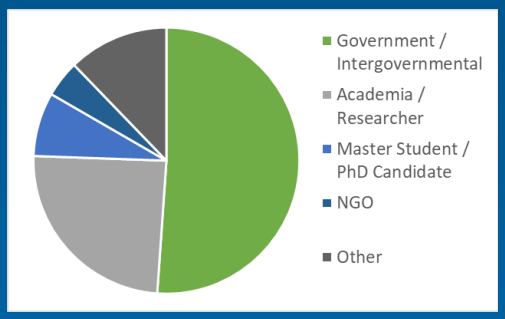
Nationality

Over 50 countries from America, Europe, Africa and Asia

Gender

63% Male / 37% Female

Kind of ocean stakeholder



During the two days, participants were invited to discuss:

"What is your stake?"

And

"What is/could be your role in Marine Spatial Planning?"

❖ Networking event

Dr. **Vladimir RYABININ**, Executive Secretary of IOC-UNESCO and Assistant Director-General of UNESCO, and **Ambassador Rupert SCHLEGELMILCH**, Head of the European Delegation to the OECD and UNESCO welcomed the participants in a networking event realized to start building the MSPglobal community and to unveil the MSPglobal logo.

❖ Opening Remarks

Julian BARBIÈRE, IOC-UNESCO

Luca MARANGONI, DG MARE, European Commission

Mr Barbière and Mr Marangoni opened the second day of the event highlighting the connections between MSP and Sustainable Blue Economy. Mr Barbière mentioned that MSP has shown its compatibility with Blue Economy when it gives, for example, legal certainty and security for business development. In addition, Mr Marangoni exemplified the relevance of MSP and Blue Economy to address also societal challenges such as the increasing global food and renewable energy demands. Mr Barbière closed the session with the following message to the participants:

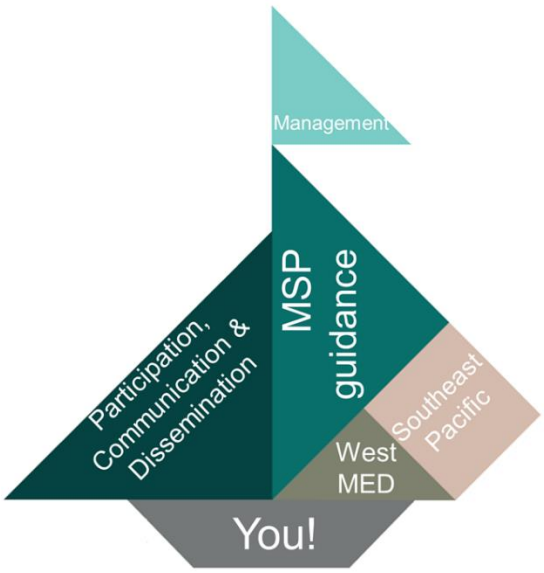
"You are the end users of the MSPglobal Initiative."

❖ MSPglobal Initiative

Alejandro IGLESIAS CAMPOS, IOC-UNESCO

Mr Iglesias Campos explained that the MSPglobal Initiative is part of the Joint Roadmap to accelerate Maritime/Marine Spatial Planning processes worldwide, adopted by the European Commission's Directorate-General for Maritime Affairs and Fisheries (DG MARE) and the IOC-UNESCO. He gave a general overview of the main work packages, explaining their objectives and desired outcomes:

- **WP1** Guidance on Cross-Border / Transboundary MSP
- **WP2** Pilot Project: West Mediterranean
- **WP3** Pilot Project Southeast Pacific
- **WP4** Participation, Communication and Dissemination



Mr Iglesias Campos concluded with an invitation to the audience:

"You too can take part in the MSPglobal journey!"

The engagement activities are at the core of the initiative through:

- ✓ Expert Meetings
- ✓ Stakeholder Meetings (global, regional, national and local)
- ✓ Institutional Workshops
- ✓ Training Courses
- ✓ Conferences
- ✓ Ocean Literacy

Work Package	Main Objectives	Desired Outcomes
WP1 - Guidance on Cross-Border / Transboundary MSP	- Identify and evaluate good practices - Support knowledge exchange at the international level - Develop international guidance	- Joint EC-MARE/IOC-UNESCO Guidance on cross-border / transboundary MSP
WP2 - Pilot Project: West Mediterranean	- Increase cooperation with non EU Member States - Formulate regional recommendations in line with the WestMED Initiative and support the adoption of a roadmap. - Strengthening institutional capacities	- Roadmap for transboundary MSP and Sustainable Blue Economy in the West MED
WP3 - Pilot Project Southeast Pacific	- Develop the pre-planning phase of MSP in the Gulf of Guayaquil - Strengthening the institutional coordination in the region towards the adoption of a regional roadmap for the Region - Reinforce institutional capacities	- Binational recommendations for cross-border MSP and Sustainable Blue Economy in the Gulf of Guayaquil - Roadmap for transboundary MSP and Sustainable Blue Economy in the SE Pacific
WP4 - Participation, Communication and Dissemination	- Engage key stakeholder platforms - Promote cross-sectoral and cross-border dialogue and cooperation - Establish a dynamic relationship among and communication between stakeholders - Communicate and disseminate project progress and results	- Strategy for Public Participation - Communication and Dissemination Plan

❖ Panel of experts

Panel 1: Regional visions for MSP and Sustainable Blue Economy

Main Objectives

- ✓ Present regional vision agreed or in discussion by neighbouring countries;
- ✓ Examples of current and past initiatives and projects (objectives and achievements);
- ✓ Specific main challenges to be tackle in short and long term.

Speakers

- **Ambassador Mr. Mentor VILLAGÓMEZ MERINO**, Secretary General of the Permanent Commission of the Southeast Pacific
- **Fatima ALVES**, University of Aveiro (Portugal) - MARISMA Project (Benguela Current, Africa)
- **Thomas JOHANSSON**, Swedish Agency for Marine and Water Management (Sweden)
- **Maria SNOUSSI**, University Mohammed V of Rabat (Morocco)
- **Luca MARANGONI**, European Commission, Directorate General of Maritime Affaires and Fisheries
- **Claude WOHRER**, Secretary General of the Sea (France)

Q: What are the most relevant transboundary marine issues that from your point of view must be addressed by cross-border/ transboundary MSP initiatives in your region?

Mr VILLAGÓMEZ MERINO explained that in the SE Pacific, the current transboundary marine issues more relevant are:

- Fisheries (industrial and small scale fisheries)
- Maritime Transport
- Defence (including issues about drug trafficking)

There is a lack of MSP legislation in the region, but the SPINCAM Project (IOC-UNESCO initiative funded by the Government of Flanders) – which is running in parallel with the cross-border pilot case of the MSPglobal Initiative - is helping to address MSP at the regional level.

Q: What are the main maritime sectors that from your point of view must be involved in cross-border/ transboundary MSP initiatives in your region?

Ms ALVES explained she is representing the MARISMA Project, an initiative of the German Development Cooperation GIZ with the African countries of the Benguela Current Commission: Angola, Namibia and South Africa. She explained that different maritime sectors might be important for each country in a region, what is a challenge for MSP. In the case of Benguela

Current, Oil & Gas and Fisheries are among the main sectors.

Q: How does your region aim to use MSP to balance economic growth and conservation of marine ecosystems?

Mr JOHANSSON highlighted that considering ecosystems services in MSP is a key aspect that has been seriously taken into account by Sweden. He explained the Pan Baltic Scope Project which is current under development in the Baltic Sea and mentioned the challenges to develop regional MSP due to the diversity of national interests and legislation. Mr Johansson addressed the importance of having national representatives working on MSP projects.

Ms SNOUSSI explained the Blue Med initiative, which is a strategy to promote and support the Blue Economy in all Mediterranean countries (European and Non-European Member States) and that is aligned with the West Med Initiative. These two initiatives are focused in the development of a sustainable Blue Economy, covering also the conservation and restauration of marine ecosystems and the promotion of MSP processes. She highlighted that cooperation is essential for the success of these initiatives.

Mr MARANGONI explained more details of the West Med Initiative and highlighted the three main goals for a safer and more secure maritime space, a smart and resilient blue economy and better governance of the sea.

Q: The maritime dimension of France is global, please identify synergies and advantages in between the Maritime Basin Strategies and MSP.

Ms WOHRER explained the global challenge that France faces to implement maritime strategies once it has territories in different sea basins. She explained the Strategy for the Mediterranean and also mentioned that cooperation and good relationship between countries are essential. Ms Wohrer highlighted the importance of MSP for data availability, for example, and mentioned the role of SIMWESTMED Project on it.

Q: What is missing in the cross-border / transboundary MSP processes of your region that can be tackled by the MSPglobal project?

Mr VILLAGÓMEZ MERINO explained that there was no transboundary initiative until now in the SE Pacific and it will be important that MSPglobal considers the main maritime activities fisheries and aquaculture, as well as oil and gas (there are exploration blocks in the area and they might be exploited in the future). He mentioned it will be also relevant to consider other activities that might exist in the future, such as renewable energy.

Ms ALVES focused on the importance of capacity building in different levels (different courses for different stakeholders) and to address more synergies than conflicts (how the stakeholders can collaborate and cooperate with each other).

Mr MARANGONI emphasized that there are many challenges to be tackled and MSPglobal is not enough. Two uncertainties were mentioned: lack of clear identification of who has the mandate on MSP; and how the countries will engage stakeholders. He also mentioned the need of bilateral agreements between countries to ensure cross-border cooperation on MSP.

Ms SNOUSSI highlighted the need for open data, science and information among countries, as EMODnet promotes, and for using MSP to maintain ecosystem services.

Mr JOHANSSON highlighted the importance of improving Communication. He concluded with the message:

"Don't forget that MSP is about

delivering to society"

Ms WOHRER mentioned the need to find common political willingness.

Panel 2: Challenges of cross-border / transboundary MSP

Main Objective

- ✓ Discuss solutions to provide guidance for common challenges in cross-border/transboundary MSP.

Speakers

- **Charles Ehler**, Principal, Ocean Visions Consulting
- **Natalie Degger**, IOC-UNESCO – GEF LME:LEARN Project
- **Mostapha Djellali**, National Research Centre for the Development of Fisheries and Aquaculture (Algeria)
- **María Gómez Ballesteros**, Spanish Institute of Oceanography (Spain)
- **Dina Eparkhina**, EuroGOOS

Q: How is transboundary MSP different from national MSP?

Mr EHLER started by explaining that MSP has a role in Ocean Governance, and that governance is about power and not only government has power. There are certain differences between transboundary and national MSP, but we have learnt which MSP elements are essential to its success. Then a good starting point for the discussion is to recognize what governance is and what is the role of MSP in the Ocean Governance to make all responsibilities and actions more effective.

Q: How to align local, national and regional governmental bodies in MSP processes? What type of solutions would you recommend ?

Ms DEGGER presented the LME:LEARN project, which is funded by the Global Environment Facility (GEF), implemented by UNDP and executed by IOC-UNESCO. GEF IW projects are using MSP as a tool together with their TDA/SAP method (Transboundary Diagnostic Analysis to develop Strategic Action Programme). She explained the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ region) Partnership as a good example where members coordinate, create synergies and linkages, avoid overlap and strive for complementarity. This expanding Partnership aims at facilitating "Interactive Governance", an approach which emphasizes the solving of societal problems and the creation of societal opportunities through interactions among civil, public and private actors.

Q: What needs to be different during participatory processes of cross-border /

transboundary MSP processes when compared with local/national MSP processes?

Mr DJELLALI offered the Algerian perspective, where several different inter-sectorial initiatives have been undertaken, but these are all at the local level, perhaps without enough consideration of the international context. He emphasized the importance of identifying primary and secondary stakeholders and ensuring that MSP is directed at appropriate stakeholders.

Q: *How to engage local stakeholders in cross-border / transboundary MSP processes?*

Ms GÓMEZ BALLESTEROS explained the different methods of engagement implemented during the SIMNORAT project. They were divided in three phases from awareness to discussion between different sectors: 1) interviews with key stakeholders to explain MSP and to understand their expectations and demands; 2) cross-boundary and cross-sector workshops to explain the project and national MSP initiatives; 3) round tables to identify data gaps, synergies and to find conflict-resolution suggestions. It was important to implement activities in both languages.

Q: *How Ocean Literacy can help to engage local stakeholders in a cross-border / transboundary MSP context?*

Ms EPARKHINA explained that Ocean Literacy complements MSP in various ways. It is about identifying shared values as a key to stakeholder partnership, while also addressing the ethical dimension. Moreover, Ocean Literacy approaches help simplification, revealing the bottom line, and transferring messages through emotions and creativity. The speaker emphasized that, in MSP, nobody is an expert in everything, so stakeholders should learn clear communication.

Q: *How do we know what data we really need for transboundary MSP?*

Mr EHLER asked "How much of the data collected we really use?" and answered "Not that much!". He explained that planners should not lose time with data collection; first the objectives need to be defined, then later the data needs identified, the data collected and the plan developed according to the best scientific knowledge available. However, he argued that lack of data produces uncertainty; as a result, MSP needs to be adaptive, because the requirement is not to produce a single plan incorporating irreversible decisions, but rather a continuous process.

Q: How to ensure the most updated data is available for cross-border / transboundary MSP processes?

Ms GÓMEZ BALLESTEROS defended a dialogue between government and research institutes to improve data availability and also explained the need of data harmonization for comparison and interoperability, mentioning that MSPglobal could provide guidelines about data harmonization and data sharing because the INSPIRE is not enough and it is just for EU Member States. She explained that for transboundary MSP is essential to have metadata in the multiple languages of the region. Last, the speaker suggested that institutions responsible for supplying data in all levels (local, national, regional) should be also responsible to keep MSP databases updated and open access through web services.

Q: What are the main challenges to implement training courses in the context of cross-border / transboundary MSP processes?

Ms DEGGER point out the following challenges: resources; language; target audience; structure; time; language. She mentioned the difficulty to get MSP planners on MSP training courses and that some countries felt excluded even though they have developed training in English, French and Spanish. Regarding solutions, Ms Degger explained the work of GEF LME:LEARN on building regional networks that facilitate capacity building and their recently developed online toolkits to support transboundary MSP. Another opportunity highlighted by the speaker is the use of "blended learning", developing online courses for stakeholders, offering them face-to-face training where you can focus the exercise and use role-play activities to consider issues from different perspectives.

Q: What type of solutions would you recommend to address capacity development challenges?

Mr DJELLALI also defended capacity building on different levels, employing the abilities of various stakeholders to maximize efficacy and take advantage of synergies. In Algeria, the Ministry of Transport has organized an MSP workshop, and the Ministry of the Environment has organized local training for fisheries, tourism and transportation sectors.

Q: How can we communicate effectively MSP?

Ms EPARKHINA suggested that MSP should start from a basis of mutual learning through conferences, workshops and trainings. Secondly, MSP communication requires stakeholders to maintain a localized relevance so that it continues to resonate with the target audiences. Effective MSP communication should enable knowledge transfer. Outreach to the public is also very important, especially to explain trade-offs or highlight synergies.

❖ Some questions from the audience and sli.do

Q: How should we deal with transboundary MSP when sectorial priorities and Blue Growth objectives show differences?

Mr EHLER did not consider this a transboundary issue, but, rather, an issue that arises in any MSP process when the stakeholders all have different interests and objectives. He suggested that the solution should come through the process: all stakeholder opinions must be heard, and differences addressed.

Q: Has the media been involved and helping to deliver the message of the MSP as some initiatives are striking to deliver the plans and research to policy makers and politicians?

Mr IGLESIAS CAMPOS informed that a press-release and an invitation were sent to the press to participate in this conference. However, there were nor media representative in the audience.

Mr EHLER said that the media are only interest in news events and MSP is not a topic that drives people into the streets. The outcome of the MSP is resolving conflicts and they might be interested in that, but, for now, the media is very passive in covering MSP.

Ms EPARKHINA noted that, to engage both stakeholders and media, we must have results that show success rates. And we should also increase the use of social media, as nowadays it has greater power in generating public interest than does the traditional media.

Q: How can we ensure that there are MSP specific working training without creating repetition between different initiatives?

Ms DEGGER agreed that, in any capacity-building effort, there will be some duplications. One way to address this issue, which was raised at a capacity development meeting in Germany last year, is the creation of a Blue Network to bring together all of those involved in capacity development, to see how they could maximize the effective use of resources. Also, the network allows the sharing of information and training materials.

Sli.do statistics

Total active users: 77

Gender

56% Male / 42% Female / 2% Other

Polls created by MSPglobal: 7

Total poll votes: 204

Total questions sent by users: 37

Likes/dislikes: 50/0

What were the most popular questions?

Cristina Cervera — 7 0

How is MSP Global expected to have a real input in national processes of MSP implementation? (Applicability)

Kemal Pinarbasi — 7 0

How should we deal with transboundary MSP when sectorial priorities and Blue Growth objectives show differences?

Ibukun Jacob Adewumi — 6 0

How should we support the best range of employment opportunities for local people in a Transboundary MSP backdrop?

Anonymous — 5 0

How to ensure industry to engage in MSP process? What are the incentives for them?

Anonymous — 4 0

Which is the most effective way to engage regional and local authorities in MSP?

Wordcloud poll

According to you, what is/would be the main benefit of a sustainable blue economy in your region? Describe in one word 028

Wordcloud poll

According to you, what is the main benefit of cross-border MSP? Describe in one word 011

Wordcloud poll

According to you, what is the main challenge of cross-border MSP? Describe in one word 022

❖ Wrap up

Capacity Building

- ✓ Promote different courses for different stakeholders and take into account that one course cannot includes everything.
- ✓ Capacity building can be facilitated through regional networks.

Stakeholder Engagement

- ✓ Address more synergies than conflicts.
- ✓ Different methods of engagement, in phases from awareness to discussion between different sectors when they are already familiar with the concept.
- ✓ Consultation based on documents with hundreds of pages written in a technical way it is far to be effective.

Governance

- ✓ Need to find common political willingness.
- ✓ The key word is cooperation.
- ✓ MSP is about Ocean Governance and it needs to take into account that governance is about power.
- ✓ Political and administrative dimensions of MSP need to be considered in MSP projects.
- ✓ There are gaps between projects and real planning, which need to be better connected.

Data

- ✓ Need to identify the priority in terms of data. Don't lose time collecting data before clearly define the plan objectives.
- ✓ Need to identify who is responsible for the data and they are the ones also responsible to keep the data updated.
- ✓ Need dialogue between government and research institutes to have the data available, as well as sharing agreements (including among countries). We need open data, open science and open information among countries.

Ocean Literacy and Communication

- ✓ The key words are emotions and creativity.
- ✓ Communication is about knowledge transfer.
- ✓ We need to listen each other.
- ✓ It is essential to increase awareness on MSP to have the media and society interested in it.

❖ Annex 1: List of participants

First name	Last name	Affiliation / Institution	Country of residence	Nationality
Aden Osman	MOHAMUD	Ministry Transportation	Somalia	Somalia
Adriana	SALAZAR	Union for the Mediterranean	France	Spain
Alain	PELOUX	Ministère de l'Europe et Affaires Étrangers	France	France
Alejandro	IGLESIAS CAMPOS	IOC-UNESCO	France	Spain
Anders	BRUDEVOLL	JPI Oceans	Norway	Norway
Aya	KHALIL	IOC-UNESCO	France	France
Aymen	CHRIGUI	Iuav	Italy	Tunisia
Benoit	RODRIGUES BRIA	Ministère de la transition Écologique et solidaire	France	France
Bouchta	EL MOUMNI	UNIVERSITÉ ABDELMALEK ESSAADI	Morocco	Morocco
Bourhim	AOMAR	Department of marine fisheries	Morocco	Morocco
Charles	EHLER	Ocean Visions Consulting (MSP)	France	USA
Christine	VALENTIN	World Ocean Council	France	France
Claude	WOHRER	Secrétariat général de la mer	France	France
Danielle	GIRAUD	Ministère de la mer	France	France
Dina	EPARKHINA	European Global Ocean Observing System, EuroGOOS	Belgium	Belgium
Mostapha	DJELLALI	Centre National de Recherche et Développement de la Pêche et de l'Aquaculture	Algeria	Algeria
Dr. Lebeau	PEMHA THINA	AIPEA - AIPIA - ACAEPBE	France	Cameroon
Emiliano	RAMIERI	EU MSP Platform - Thetis	Italy	Italy
Fernando	FELIX GRIJALVA	CPPS	Ecuador	Ecuador
Finn	KORTMAN	Ministry of Infrastructure and Water Management	The Netherlands	The Netherlands
Francoise	PHILIPPE	freelance	France	France
Gilles	BESSERO	Académie de Marine	France	France
Glen	WRIGHT	IDDRI	France	United Kingdom
Gwenael	MEZZALIRA	Ministry of Education	France	France
Henrik	NILSSON	World Maritime University	Sweden	Sweden
Ibrahim	AL-KUBATI	IUAV	Italy	Yemen
Ibukun Jacob	ADEWUMI	Whitaker Institute for Innovation and Societal Change, National University of Ireland Galway	Ireland/France	Nigeria

Ionel	LEHARI	Identity.ee	Estonia	Estonia
Isabel	CHAVEZ	IOC-UNESCO	France	Mexico
Ivana	LUKIC	S.Pro-sustainable projects	Germany	Serbia
Ivica	TRUMBIC	IOC-UNESCO	France	Croatia
Jacques	LEFEVRE	ETP	France	France
Jaime	DEL OLMO MORILLO-VELARDE	Ministerio de Asuntos Exteriores, Unión Europea y Cooperación	Spain	Spain
Javier	GAVIOLA	IMARPE	Peru	Peru
Jorge Manuel	PAZ ACOSTA	DG. Hydrography and Navigation	Peru	Peru
José María	SOLANO	Ministerio de Agricultura, Pesca y Alimentación	Spain	Spain
Josu	ICAZA SANTAMARIA	IOC-UNESCO / IW-LME:LEARN	France	Spain
Juan L	SUÃ¡REZ-DE VIVERO	Universidad de Sevilla	Spain	Spain
Julian	BARBIÈRE	IOC-UNESCO	France	United Kingdom
Julie	RIGAUD	IOC-UNESCO	France	France
Julie	REIMER	Memorial University of Newfoundland	Canada	Canada
Kwadwo	HWEDIE	EMMCMSP (IUAV)	Italy	Ghana
Lily	CHARLES	IOC-UNESCO	France	Lebanon
Lodovic	SCHULTZ	SGMER	France	France
Luca	MARANGONI	EU Commission - MARE	Belgium	Italy
Madina	BEGMATOVA	IOC-UNESCO	France	Tajikistan
Maher	ALI AL-QUHALI	World Maritime University	Sweden	Yemen
Malouli Idrissi	MOHAMMED	Institut National de Recherche Halieutique	Morocco	Morocco
Márcia	MARQUES	University of Aveiro	Portugal	Portugal
Marco	NOBILE	EU Commission - MARE	Belgium	Italy
Margarida	ALMODOVAR	IPMA, I.P.	Portugal	Portugal
Maria	SNOUSSI	Université Mohammed V de Rabat	Morocco	Morocco
Maria	NTONA	University of Strathclyde Law School	United Kingdom	Greece
María	GÓMEZ BALLESTEROS	IEO	Spain	Spain
Maria De Fátima	ALVES	University of Aveiro	Portugal	Portugal
Mentor	VILLAGOMEZ	COMISION PERMANENTE DEL PACIFICO SUR (CPPS)	Ecuador	Ecuador
Mercedes	ACITORES	Interact	Spain	Spain

Michele	QUESADA DA SILVA	IOC-UNESCO	Switzerland	Brazil
Mish	HAMID	UNESCO-IOC (GEF/UNDP IW:LEARN and LME:LEARN Projects)	France	The Netherlands
Moualek	RAFIK	D.G. Fisheries and Aquaculture	Algeria	Algeria
Mustafa	MAHDI	Iuav	Italy	Iraq
Natalie	DEGGER	IOC-UNESCO / IW-LME:LEARN	France	South Africa
Ngo Melha	ERNESTINE	AAEEH	France	France
Oleg	CURBATOV	IAUPL	France	France
Olivier	LAROUSSINIE	Ministère de la transition Écologique et solidaire	France	France
Pascal	THOYA	Lebniz and Kenya Marine and Fisheries Research Institute	Germany	Kenya
Per W	SCHIVE	Norwegian Ministry of Climate and Environment	Norway	Norway
Pierpaolo	CAMPOSTRINI	CORILA	Italy	Italy
Rejane	HERVE	IOC-UNESCO	France	France
Rupert	SCHLEGELMILCH	European Delegation to the OECD and UNESCO		
Sammari	CHERIF	Institut National des Sciences et Technologies de la Mer	Tunisia	Tunisia
Sidi Boubacar	SIDI ALI	Ministère de Pêches	Mauritania	Mauritania
Simone	PHORE	IUAV	Italy	South Africa
Tatjana	HEMA	UNEP / MAP	Greece	Albania
Thaysa	PORTELA DE CARVALHO	University of Turku	Finland	Brazil
Thomas	JOHANSSON	Swedish Agency for Marine and Water Managment	Sweden	Sweden
Tiange	WEI	Imperial College Business School/ The Grantham Institute	United Kingdom	United Kingdom
Tomas	ANDERSSON	Swedish Agency for Marine and Water Managment	Sweden	Sweden
Vicente	ZAVALA	Ministry Environment Ecuador	Ecuador	Ecuador
Vinicius	LINDOSO	IOC-UNESCO	France	Brazil
Virginie	BONNET	IOC-UNESCO	France	France
Vladimir	RYABININ	IOC-UNESCO	France	Russian Federation
Xenia	YVINEC	IOC-UNESCO	France	Russian Federation

OBS: This list includes only the participants who have given their authorization to publish their names.

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marine spatial planning global

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Intergovernmental Oceanographic Commission

Sustainable Development Goals

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