



ANNUAL
REPORT 2012

English Version

Protected
Areas
are a source
of wealth
for Brazil



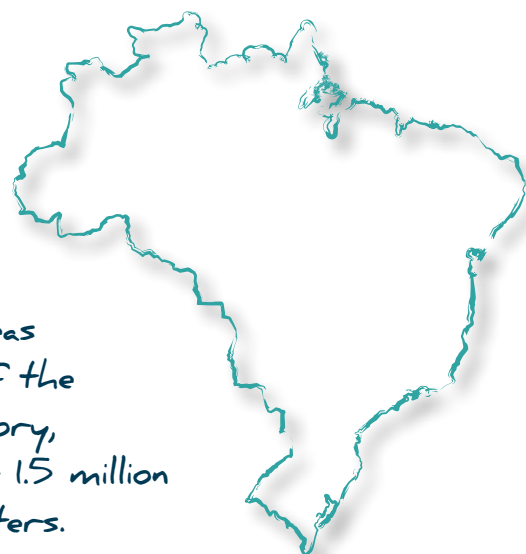
Biological diversity – the vast richness of life on Earth – is a result of 3.5 billion years of evolution.

Brazil possesses one of the world's highest levels of biodiversity, representing close to 20% of all life on the planet.

Brazil's natural wealth is distributed unevenly. Some areas are more privileged with scenic beauty, while other areas in fact enjoy rich biodiversity along with the presence of endemic species or representative samples of biome. Moreover, differing cultural values placed on the importance of nature mean that certain areas receive greater protection than others.

These areas are known as **Protected Areas (PAs) – Brazil's great treasures**. The 12 categories of PAs vary especially in regard to the direct use of natural resources. One such category comprises the national, state, or municipal parks that allow tourism but forbid the direct use of natural resources. These parks constitute the main area of Semeia's focus.

At Semeia we believe that many of these areas could evolve into important drivers of socioeconomic development and poverty reduction. Moreover, by appreciating and taking pride in these areas, the Brazilian people can guarantee their conservation.



Brazil's Protected Areas occupy 18% of the national territory, accounting for 1.5 million square kilometers.



Brazil's parks alone represent 346,000 square kilometers



The Territory of Germany





"People need to encounter biodiversity to fall in love with nature. We must be creative and explore different mechanisms to create win-win solutions that promote conservation, environmental awareness, and generate employment."

Bráulio Dias, Executive Secretary of the Convention on Biological Diversity(CBD)

IN 2012 OUR MISSION TO TRANSFORM PROTECTED AREAS (PAs) into a source of pride for all Brazilians became an even more exciting challenge. We connected with institutions that are leading the global debate on best-practice initiatives in PA management, and we studied important references of successful partnerships (both environmental and non-environmental) between the public and private sectors. These references have in turn strengthened our PA-management models.

We interacted strongly with most of Brazil's PA managers, many of whom are inspiring public servants with outstanding professional qualifications and with a passion for biodiversity. With the support of these professionals we gathered unprecedented data on the status of the public use and visitation allowances in PAs. Such information has been invaluable in keeping us grounded as we dream big on how best to optimize the PAs in our country.

Unafraid to learn by doing, we applied management solutions in real-life situations. Joining with the federal government, as well as with the state governments of São Paulo, Minas Gerais, and Rio de Janeiro, we built models and elaborated studies on the structuring of park concessions. And by working closely with the private sector, we attracted more investors to visit Brazil's PAs.

The end of 2012 saw us absolutely firm in our belief that PAs, with their great potential to generate revenue, employment, and improved quality of life, must be treated as an issue that transcends local and even national environmental concerns: PAs must be considered one of the keys to national welfare. The year 2012 also witnessed another breakthrough: we began working with the Minas Gerais State government, which is now preparing its first Public-Private Partnership (PPP) in a Protected Area.

Although humility demands that we learn even more about successful public-private relationships, we have no doubt that Brazil can be a protagonist in establishing innovative PA-management partnerships, which can transform our magnificent natural areas into recognizable brands, representatives of Brazilian culture abroad and, at home, solid examples of social inclusion and equitable wealth distribution.

During our journey we have sought to bring together government entities, civil society, and the private sector, acting to unite these disparate groups in a common cause. And while we still face many difficulties, our focus on finding solutions is unwavering. Moreover, the healthy relations we nurtured with a diversity of actors in 2012 taught us invaluable lessons, which we highlight on the following pages.

Happy Reading!

Executive Board of Semeia

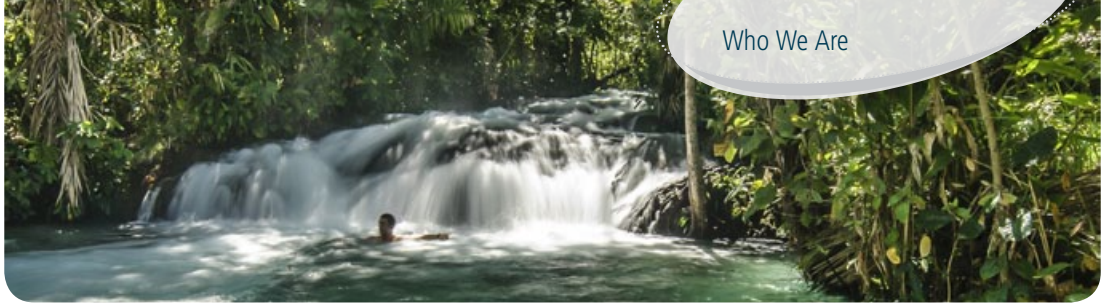


Key Messages

Important Lessons from 2012:

- 1.) *Well-implemented public use** is fundamental for conservation: it awakens the PAs' income-generation potential and thus becomes a positive countrywide policy. Use in order to conserve.
- 2.) *Including the private sector* through partnerships makes conservation viable and promotes development.
- 3.) *Aggregate contracts, which make concessionaires responsible for the management of an entire PA or a set of PAs,* lower transaction costs and increase the likelihood that government will use scarce resources more efficiently.
- 4.) A concessionaire will perform better if government clearly defines limits but grants enough *liberty for the concessionaire to offer visitors a combination of goods and services.*
- 5.) The greater the *government's capacity to provide guarantees and share risks,* the more the private sector will be attracted to PAs. This in turn translates into additional resources directed towards conservation.
- 6.) An effective partnership *aligns interests for conservation and development* by establishing clear rules and by valuing specific attributes and competences – the government as an effective regulator and the private sector as a good manager of the PA's daily operations.
- 7.) Good PA management must entail brand management, which symbolizes all of a PA's economic, socio-environmental, and cultural attributes.
- 8.) Because Brazilian PAs allowing tourism are still under-utilized, tourism revenue is scant. However, PA managers believe tourism can *propel regional economic development.*
- 9.) If we maintain the current PA management model, the ensuing implementation costs will make global conservation goals unattainable.

*Public use: research, visitation, tourism, environmental education, environmental interpretation and recreation.



Mission

Our mission is that Brazil's Protected Areas become a source of pride for all Brazilians

Vision

To become a benchmark in the articulation of public and private sectors so that the development and implementation of innovative and sustainable management models for protected areas may flourish.

Semeia Institute is a non-governmental organization committed to the creation and promotion of partnerships between the public and private sectors for the conservation and development of protected areas and their surroundings. Our long-term goal is to contribute to the improvement of public policies. We have neither political preferences nor party affiliations.

Our work focuses on partnerships in Protected Areas that allow tourism and can thus generate greater conservation and development.

In 2013, we joined the International Union for Nature Conservation, the world's largest and oldest conservation network.

Our services include:

- » To produce knowledge (Innovation Pillar).
- » To connect people engaged with Semeia's cause, as well as to make that cause a hot topic and thus more appealing to society (Engagement Pillar).
- » To encourage private-sector participation in PA management and to support the public sector in formulating innovative solutions. (Evaluation Pillar).

Semeia neither operates businesses nor engages in PA management.

Our new office, located at
Rua Viradouro, 63, Conjunto 122, Itaim Bibi, São Paulo/SP
Our new telephone number: +55 11 5180-0260





Internal Audience

Boards, Team,
Partners

Donor/ Investor

Banks and
Multilateral
Institutions

Media

Newspapers,
Magazines, Radio,
TV, Blogs, Websites

Research

Academic,
Consulting

Private Sector

Tourism,
Infrastructure,
Concessionaires

Youth

Students,
Future Leaders,
Potential Talents

"Frontline"

PA managers and respective
teams, Environmental Boards,
Management Boards,
Local communities of PAs,
Consemas, Conamas

Government and International Organisms

Ministries:
Environment,
Tourism and
Planning, Sisnama,
ICMBio, Embratur,
Itamaraty, Casa
Civil and CDB

Representative Entities

ATTA, TIES, ABETA,
ABTR, ABOTTC,
ABAV, ABRESI,
BRAZTOA.

Unite
individuals
that aspire
to transform
our country
around our
cause.

With the support of this network, we want PAs to be part of government plans to reconcile conservation and development. We hope to influence public policy and legislation, PA management systems and partnerships between government and businesses in PAs.

Where do we want to be

Impact conservation development in PAs with management models that value local socio-diversity and include the private sector.

How do we structure ourselves

Innovate

Develop studies and tools

- ✓ International Study (p.8)
- ✓ Knowledge Dissemination Actors (p.10)
- ✓ Decision Making Model (p.12)
- ✓ Studies of Pre-Viability (p.14)

Engage

Disseminate relevant content and widen audience

- ✓ Communication (p.21)
- ✓ Annual Event (p.21)
- ✓ Study banks and Course Inventories (p.21)

Evaluate

Apply ideas on the field

- ✓ International Mission of Business Owners in Brazilian Parks (p.16)
- ✓ Public-Private Partnerships (PPPs) in Rota das Grutas Peter Lund (p.18)

What we've accomplished in 2012



International Study* and Articulation

In October 2012, we participated in the first meeting of the Conference of Parties for the Convention on Biological Diversity (CDB) held in Hyderabad, India. In addition to lecturing at the conference, Semeia joined with the Secretary of the United Nation's Convention on Biological Diversity to host a parallel event ("Tourism Concessions and Partnerships in Parks"),

that highlighted our belief that global conservation goals must be linked to increased participation from private-sector resources (financial, technical, and operational) in PA management.

"Most countries face financial difficulties, and so we cannot expect PA financing to come from government budgets."



XI Conference of Parties
CONVENTION ON BIOLOGICAL DIVERSITY
HYDERABAD INDIA 2012

View lecture of Mr. Bráulio Dias, Executive Secretary of the CDB, on our website.

At the event we presented a study that seeks to answer:

How do PAs reconcile conservation with revenue generation?

Focusing on tourism and conservation, we selected 15 PAs from around the world.

Selection was based on geographic criteria, variations on management styles, and recommendations from international specialists in tourism allied with conservation.

* Thanks to Gustavo Timo and his team (Sextante Consultancy) for having this study done in 2012 and to CBD's Secretariat, particularly to Oliver Hillel, for helping Semeia's international actions.

We have identified these locations, which have the following characteristics:



	National Park	Country	The area belongs to		
	1 Grand Teton National Park	USA	the government with	concession/ permission for	private company
\$	2 Banff National Park	Canada			
\$	3 Fiordland National Park	New Zealand			
\$	4 Nahuel Huapi National Park	Argentina			joint venture: NGO and private company
\$	5 Tayrona National Park	Colombia			
\$	6 Torres Del Paine National Park	Chile		co-management with	cooperatives
\$	7 Komodo National Park	Indonesia			NGO
\$	8 Cinque Terre National Park	Italy			NGO
\$	9 Volcan Poas National Park	Costa Rica			state-run company/community
\$	10 Bonaire National Park	Caribbean Islands			
\$	11 Central Park	USA	the community with	concession/ permission for	joint venture: community and private company
\$	12 Amboseli National Park	Kenya			
\$	13 Makuleke (part of the Kruger National Park)	South Africa		public management entity	
\$	14 Khoadi / Hoas Conservancy	Namibia			
\$	15 Lower Tatra National Park	Slovakia			

\$ = Cases most significant economically

🌿 = Cases with better results regarding the achievement of conservation targets

And we ask:

What are their results? How do they work with partnerships?

To answer these questions we have mapped out 70 indicators that may be applied to each case and that we have divided among three categories:

- » Context of each country and of its system of protected areas (26 indicators)
- » Development of partnerships (33 indicators)
- » Results for conservation and for the generation of wealth (13 indicators)

Thus, we have found that:

Partnerships with private companies that focus on conservation results are a potential innovation.

The cases generating the most revenue and creating the most jobs occur where private companies handled tourism operations. Cases showing the best conservation results occur where NGOs are management partners.

No case witnessed conservation management contracted out to the private sector. However, we believe that such an arrangement would help to reconcile wealth creation with the protection of natural resources.



PA Managers Spreading Knowledge

Brazil's Protected-Area (PA) Managers are the front-line professionals working to conserve the country's natural resources – and beauty. For these managers, living in the PAs is a daily reality.

In recognition of these dedicated men and women, we set up our Spread the Knowledge contest for current and past Protected-Area Managers.

Contest Goals:

- » Gather information about society's awareness of the importance of conservation. For example: Verify the current status of visitation and tourism in Brazil's PAs.
- » Find viable conservation solutions, especially for those problems that the managers of Semeia-designated PAs must face.



Participants first had to register through our website and fill out a short form about the PA managed.



The participant who encouraged the greatest number of managers and former managers to register won an iPad.

Donate your book and democratize knowledge



The book *Brazil's Protected Areas – the Management Path to Results* was sent to all managers and former managers participating in the contest. They in turn were asked to donate the book to libraries.

Research shows that we reached at least one-fifth of Brazil's current PA Managers.

See the video of contest-winner André Tebaldi on our website: semeia.org.br.

Check our website for a list of the libraries that also benefited from the contest!



From our responses

we obtained solid data on the status of resource management.

Given the success of this initiative, we will interact and research with managers annually.

To share that data,

we launched a publication that received substantial media publicity.

Beginning with the notice published in the Estado de S. Paulo, one of Brazil's leading newspapers, we have mapped out the trajectory of that publicity through 30 media channels.

"The publication made it possible to analyze the main problems common to PAs and to identify opportunities to fix ongoing issues."

Joany Deodato da Silva, contest participant

PROTECTED AREAS IN BRAZIL: ANALYSIS 2012

Public Use and Partnerships for Conservation and Development

Developed by:
SEMEIA

Great thanks for translating to:
Tatiana Castro Taboas (volunteer)
Jessy J. Miller (volunteer)
Johannan Amacker



Nos EUA, 2 unidades atraem o triplo de visitas

Blue Ridge e Golden Gate recebem 15 milhões de visitantes por ano cada uma. No Brasil, parques recebem em média 5 milhões.

Em comparação com os Estados Unidos, os parques brasileiros recebem menos visitantes. No Brasil, os parques recebem em média 5 milhões de visitantes por ano, enquanto nos EUA, os parques recebem em média 15 milhões.

No Estado de São Paulo, os parques recebem em média 10 milhões de visitantes por ano, enquanto no Rio de Janeiro, os parques recebem em média 5 milhões.

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* Special thanks to Turisdata, which was responsible for tabbing and analyzing data.

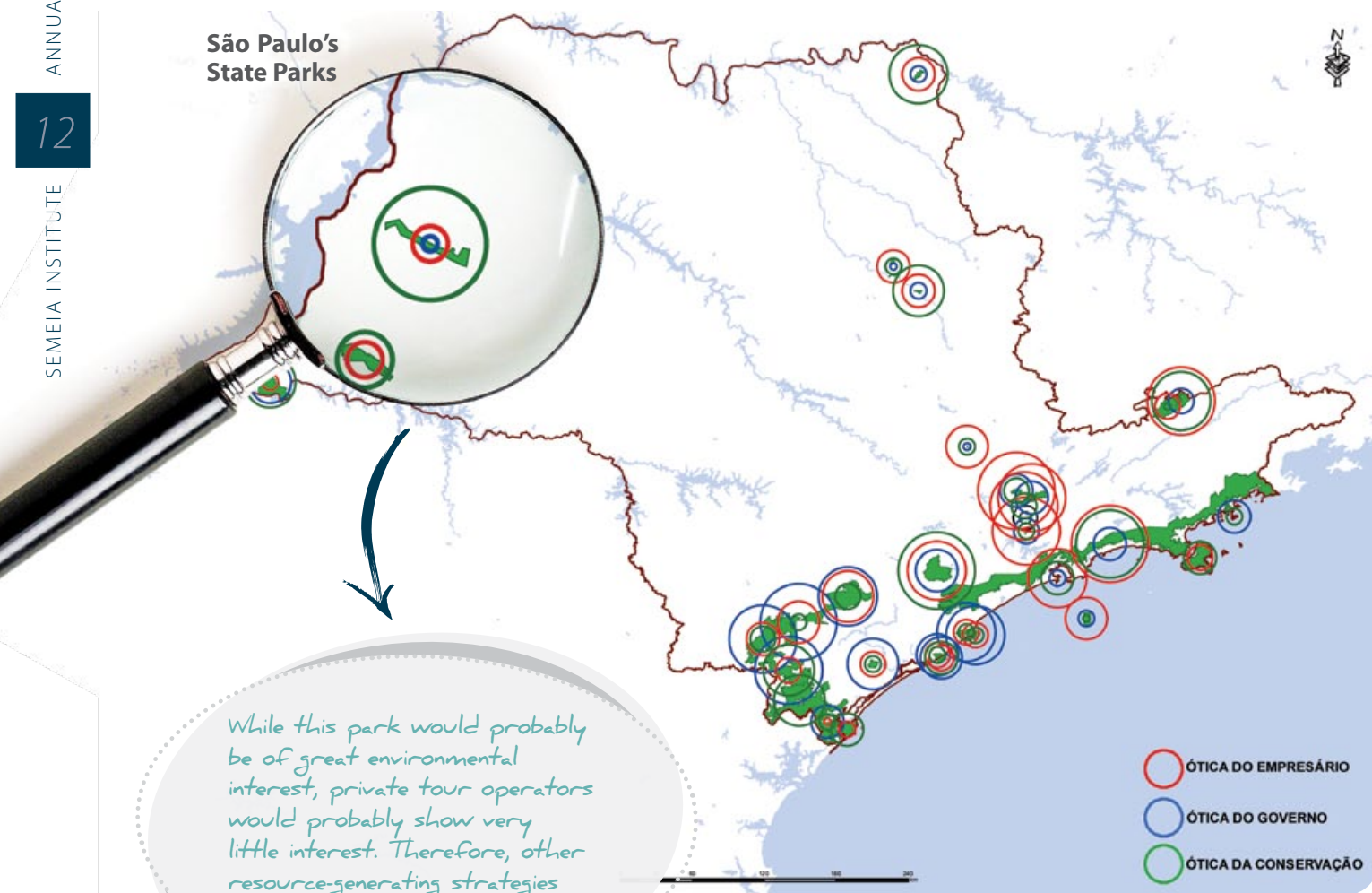


Decision-Making Model

Developed in 2011, the model is a tool that allows us to verify for the three main stakeholders – entrepreneurs, government/society, and conservationists – those parks showing the greatest potential for concession development within the four types of tourism (individual, family, high-standard, and luxury).*

How do you identify the parks most suitable for the development of partnerships between the public and private sectors?

São Paulo's State Parks



The bigger the circle surrounding the park, the greater the interest of the parts involved.

* Special thanks to: Minas Gerais (IEF and Unidade de PPP), Rio de Janeiro (INEA) and São Paulo (Fundação Florestal), where we tested the Model. We evaluated more than 80 parks.

What is the tool's main contribution?

It allows a general and comparative overview of the relevance of different parks, evaluating their conservation and ability to attract different types of tourist concessions. The interpretation of the data can help the government to formulate a schedule of concessions, taking into account each park's specific attributes.

It is also possible to analyze each criterion of the model in order to better understand each park's reality.

Environment

Threatened areas, connectivity

Private Sector

Environmental-service infrastructure surrounding the park, park-access logistics of neighboring municipalities, scenic beauty, among others.

Government and Society

Contribution to tax revenues, as well as social and economic impact.

In 2012, we applied this model in the states of São Paulo, Rio de Janeiro, and Minas Gerais. Throughout 2013, we will publish the results and evaluate the impact of this tool. Learn more at www.semeia.org.br

If you were developing a public-use strategy for these parks, how could this information help you?

After electing the best PAs, we moved on to



Preliminary Study on the Economic-Financial Feasibility of PPPs

For partnerships with the public and private sectors:

A tool that helps to create scenarios in which conservation may be improved through partnerships with the private sector, thus maximizing the influx of tourism services in areas available for public use.

In order to create these scenarios, we had to answer this question:

With respect to government expectations, can PA conservation be guaranteed by the private-sector service provider's concession cash flow?



YES

This situation would occur in places with high tourist potential, and the government would give priority only to the most relevant conservation activities. Concession can be made simple, without government funds.

NO



In this case, the private sector's cash flow would not be enough to finance government conservation objectives. Thus, the government would need either to select the most important conservation actions in order to reduce the costs passed on to the private sector or to opt for a PPP contract format, which presupposes the contribution of public resources in the partnership.

To understand the relation between the willingness to pay the concessionaire and the conservation level desired, we created a simulation tool called Instrument Panel.

In 2012, Semeia tested its Instrument Panel in nine state parks*. The tool was especially helpful in the government's structuring of a schedule of concessions. In 2013, Semeia will intensify its consultation with the private players in order to further develop the Instrument Panel.

Meet
this tool:



* Special thanks to Instituto Chico Mendes de Conservação da Biodiversidade (ICMBio) – Serra da Bocaina National Park and the following Governments: Rio de Janeiro (INEA) and São Paulo (Fundação Florestal e Secretaria de Estado de Meio Ambiente) – Continuum de Paranapiacaba (PETAR, Intervalos State Park and Carlos Botelho State Park), where the study was applied in 2012. Also, to Funbio, E2 Economia Estratégica and ABETA, with whom we developed the tool.

Instrument Panel

Simplified prototype

Estimate potential tourism-based revenue generation

Estimate costs and investments needed to preserve PAs, setting action priorities.

A good Management Plan is workable from technical and financial standpoints.

Values simulated by the Instrument Panel:

- Financial attractiveness of the project
- Taxes levied
- Efficiency-gains management
- Need to supply public resources
- Best possible type of concession (PPP or other?)

Considering tourism revenues and conservation costs, the result simulates the partnership's cash flow, being it a simple concession or a PPP.

Benefits of the Instrument Panel:

- Simulate the managing model that best fits the established set, considering how much one wants to conserve, how much results of tourism can contribute and how much the government is willing to spend.
- Measure costs and revenues in a detailed and customized way.
- Flag PA's conservation projects that are more viable economically.

What is the park's name?
XYZ National Park

<p>Select potential revenues with goods and services concession:</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> </p>	<p>Conservation obligations to be prioritized:</p> <p>High <input checked="" type="checkbox"/> administration and logistics</p> <p>Average <input type="checkbox"/> monitoring</p> <p>Low <input type="checkbox"/> environmental restoration</p>
<p>In which year will the concession happen?</p> <p>2014</p>	<p>Visitors in the first year of implementation?</p> <p>50,000</p>
<p>How much for the administrative cost?</p> <p>R\$ 50,000/year</p>	<p>Visitors in the fifth year of implementation?</p> <p>250,000</p>

SIMULAR



International Mission of Entrepreneurs in Brazilian Parks

Mission objectives:

- » Engage the private sector in business opportunities offered by Brazil's Protected Areas
- » Get feedback from the private sector about the premises of concession bidding for PA goods and services
- » Facilitate the development of relationships and networking among potential private-sector partners

The Mission gathered nine entrepreneurs, and the program included three investment case studies.

The program comprised three main aspects:

- » A meeting about São Paulo state parks, in partnership with the São Paulo State Environment Secretariat
- » A visit to the Peter Lund Caves Route (Rota das Grutas Peter Lund) in Minas Gerais, in partnership with the Minas Gerais State Government
- » A meeting with the communities surrounding Bocaina National Park, in partnership with the ICMBio

In 2012, we conducted an online public inquiry, in which we received high-quality contributions*.

From that, we organized a Mission with entrepreneurs.



Learn more about the [Mission at semeia.org.br](http://semeia.org.br)



In addition, we continued learning by conducting interviews with other entrepreneurs:

To enhance our development, we spoke to representatives of 24 institutions involved in hospitality, finance, tourism operations, park concessions, construction, and communication.

* A special thanks to: Adriano Lopes de Melo; Ciga Wey de Brito; Cristina Lacerda; Elaine Paraguassu; Heloisa Vasconcellos; Luiz Dourado; Marcelo De Martine; Marcia Hirota; Roberta Daudt and Terence Jorge.

Three useful private-sector tips for governments

- 1.) Look at the park strategy as a whole; avoid dispersing many contracts among various players.

By themselves, adventure tourism and eco-tourism may be unable to develop the Protected Area's economic potential. Therefore, expanding the scope to include business tourism, PA-support funds, and licensed-brand development, among other options, may be advantageous. The private sector can help to

increase government efficiency by working on a bigger scale, which may include setting up operations simultaneously in a number of PAs or coordinating all products and services offered within a single PA. A concessionaire contract can reduce transaction costs and pave the way for an efficient use of scarce government resources.

- 2.) Be clear about what must not be done, but don't hamper the private sector's creativity when it proposes activities for the public, as long as such activities respect conservation requirements.

Ideally, the government should be clear about what is NOT allowed, while at the same time guaranteeing the concessionaire the freedom to offer visitors a combination of products and services.

- 3.) Use legal mechanisms to consult private players during the elaboration of a tender.

Without consulting the private sector beforehand, it is unlikely that a government will come up with a successful tender for a Protected Area concession.



Public-Private Partnership (PPP) in the Peter Lund Caves Route


(Rota das Grutas Peter Lund)*

Belo Horizonte, MG

*New opportunities
ahead for Brazil*

This is the country's first
Protected Area PPP project.

It's
distinguished
by it's



*Focus on Conservation
and Regional Development*

The tender proposal offers the concessionaire exclusivity in structuring, operating, managing, maintaining, conserving, modernizing, and making use of the Route's PAs. The tender focuses on companies able to manage different activities.

 This contributes to

*Maximizing efficiency gains for the benefit
of the government as well as for the user*

The private partner focuses on its managerial and operational expertise.

The government organ focuses on establishing guidelines, monitoring the contract, inspecting and approving projects, and evaluating operations proposed by the private partner.

The selected
location is the



* This project is the result of the technical-cooperation agreement between Instituto Semeia and Minas Gerais State. In order to develop a management model for Protected Area Public-Private Partnerships, Instituto Semeia donated research to the Minas Gerais State Government, which was represented by the State Economic Development Secretariat (SEDE) and the State Environment Secretariat (SEMAD). Semeia would like to thank Tamoios Consultoria, Portugal Ribeiro & Navarro Prado Attorneys-at-Law, and E2 Consultoria Economia for their technical support.



Through landscapes and important historical/cultural landmarks, an itinerary encompassing three Protected Areas:

- » Sumidouro State Park (Parque Estadual do Sumidouro)
- » Peter Lund State Natural Monument (Monumento Natural Estadual Peter Lund)
- » Rei do Mato Cave State Natural Monument (Monumento Natural Estadual Gruta Rei do Mato)

It stands out
because



*The initiative is part of
a Government Project*

The Peter Lund Route is part of Belo Horizonte's Northern Metropolitan Vector Region. Population growth, good road access, and proximity to the Tancredo Neves International Airport (Confins) is turning the Northern Vector into a strategic region in the Minas Gerais State Government's development policy. Among various public and private investments, the government intends to increase road access, implement platform logistics, expand the international airport, and set up an aeronautical center. By 2016, R\$5.6 billion should be invested and 17,400 jobs created.

Photo: Minas Gerais State Government



In this
context,



*The Peter Lund Caves Route
(Rota das Grutas Peter
Lund) is seen as an element
of regional development*

The government's decision to implement this PPP project is based on the understanding that Protected Areas have commercial and environmental potential.

Put simply,
in practice,



The PPP Peter Lund Caves Route project is a win-win-win partnership

The Minas Gerais State Government will remunerate the private concessionaire in accordance with its effectiveness in ensuring: (i) the conservation of natural, historical, and cultural Protected Areas, (ii) the quality of visitation, and (iii) regional development.

To monitor and evaluate the efficiency of the private sector, the government will be guided by three groups of indicators:

Group 1

MANAGEMENT OF
THE NATURAL AND
HISTORICAL/CULTURAL
INDICATORS

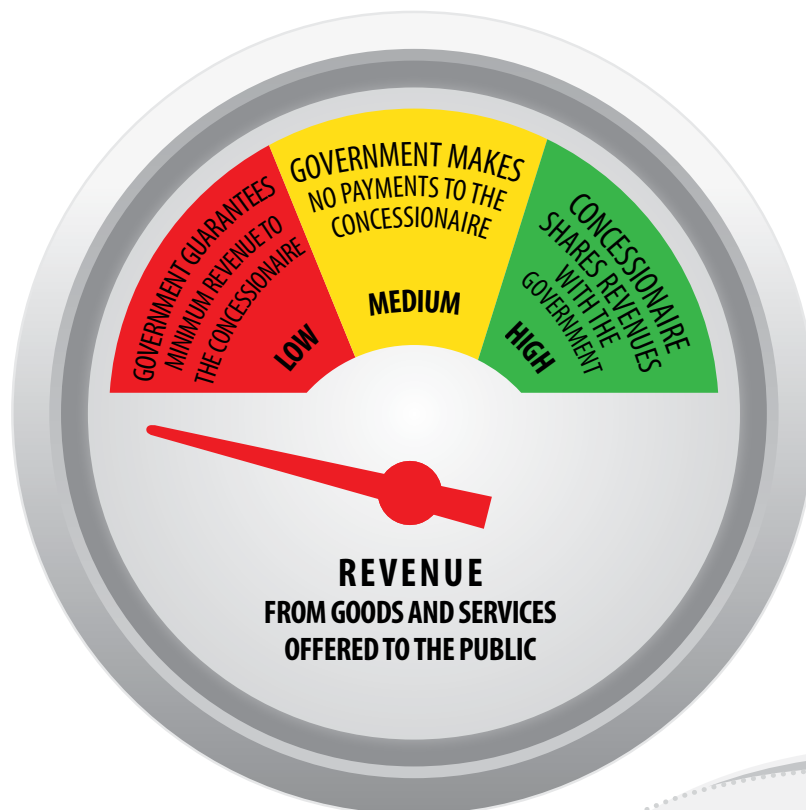
Group 2

VISITATION
INDICATORS

Group 3

RELATIONSHIP WITH
ITS SURROUNDINGS
INDICATORS

If the private player generates significant revenue from the goods and services that it offers to the public and thus can bear all the costs of conservation and development estimated in the tender, the equation could be reversed, i.e., the private player transfers to the government some of the revenues obtained from the project to.



The Project began in 2011 and will see its public deliberation and subsequent tender release carried out in 2013. Operations are planned for 2014.

What challenge comes next?

To make the project viable and ensure that the government is efficient in monitoring, supervising, and guaranteeing compliance with the contractual clauses.



Communication*

Semeia's website intends to act as a portal for content dealing with PAs. In 2012, we offered:

- » 60 articles and columns about Semeia
- » 70 summaries of articles from various media

In 2013, Semeia will also present its own studies and tools.

Relevant numbers:

- » 5,024,785 pages viewed on the site (source: Locaweb)
- » 10 Portuguese-language newsletters sent to 1,5 thousand people
- » 2000 prints and 2400 downloads of the 2011 Annual Report
- » 387 members of Semeia on Facebook

Semeia – CSU Scholarships

In its second year the Semeia-Colorado State University (CSU) partnership offered 3 Scholarships for the "XII Short Course in Protected Area Management."

Goal: Relationship with talented professionals and academia.

In 2012, the following scholarship recipients took the course in American parks:

- » Arthur Trauszynsky, shareholder of Cataratas do Iguaçu S.A. (first private-sector representative to take the course)
- » Ângela Pelin, a researcher at the Ecological Research Institute (IPE)
- » João Emílio, manager of Cunhambebe State Park (INEA-RJ)

* Special thanks to Maria Zulmira de Souza and Fábio Seo, due to the development of Semeia's strategic relationship plan.



Semeia's Annual Event April 17, 2012

Goal: To share knowledge about value creation in Protected Areas and to recognize important people regarding this topic.

95 people attended

Representatives from the public and private sectors and from NGOs, along with journalists, scholars, and academic officials.

Special Thanks:
Operations - TemArt
Chairman - Gustavo Timo



We have published the Participatory Inventory of Courses concerning the theme. For more information or to recommend other courses, please visit: www.semeia.org.br



Board of Directors

Pedro Luiz Barreiros Passos *President*
 Guilherme Ruggiero Passos
 Marcia Ruggiero Passos
 Patrícia Ruggiero Passos
 Vera Frascino



Special thanks: to **Isaque Criscuolo**, who was the Communication Intern at Semeia; **Isabella Santana**, Administrative Assistant at Semeia until October 2012.

Employees

(updated August 2013)

Ana Luisa Da Riva
Executive Director

Lorena Assis
Financial Administration

Renata Loew Weiss
Knowledge Management

Anna Carolina Lobo
Projects and Institutional Relationships

Priscila Paulino
Communication





Financial Results

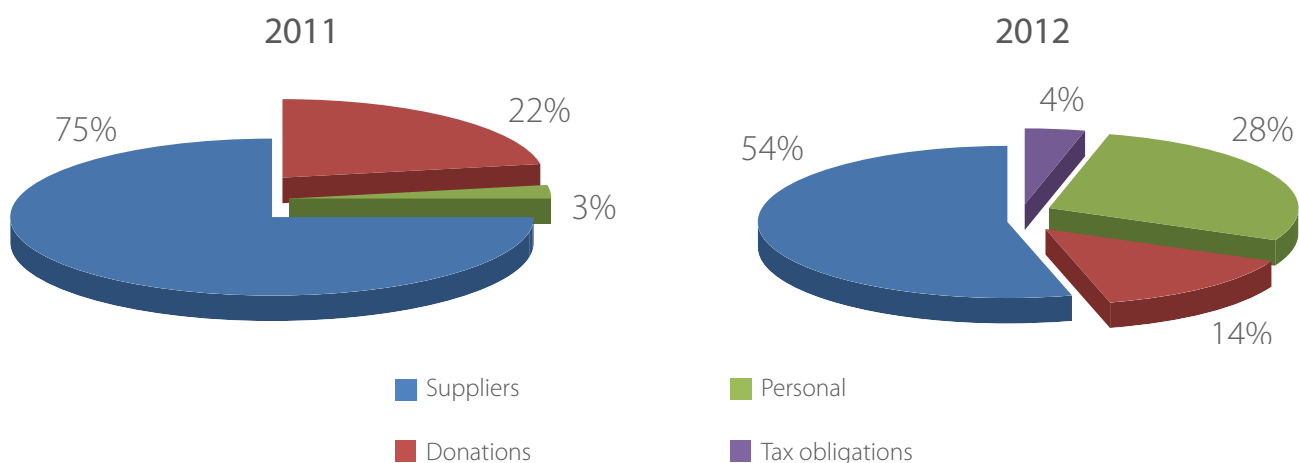
The contributions received by Semeia during 2012 totaled R\$ 3,550,000.00 and were made exclusively by Anima Investment. Semeia's administrative costs - to maintain its own office, back office team (not dedicated to its projects) and executive board meetings - represents around 12% of its annual budget.

The allocation of these resources was accompanied by Semeia's Deliberative Council, according to its Corporate Governance procedures and are audited by an external audit authority.

Aiming a greater comprehension on how Semeia's resources are distributed among the stakeholders, we present the graphic below, which shows the value added, following the Global Reporting Initiative (GRI) guidelines.

The result emphasizes the execution of projects by suppliers.

Value Added Demonstrative





Which PAs can be seen in this Annual Report?

- » **Peter Lund Caves Route** (Rota das Grutas Peter Lund) - **Maquiné Cave** (Gruto do Maquiné)
Minas Gerais
Front and back cover
- » **Iguaçu National Park** (Parque Nacional de Iguaçu)
Paraná
Page 03
- » **National Park of Anavilhanas** (Parque Nacional de Anavilhanas)
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