



PROTECTED AREAS
ARE A SOURCE OF
WEALTH FOR BRAZIL.

Annual Report 2014





SUMMARY

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Photo: Tatiane Fontes | Caparaó National Park

MESSAGE FROM THE ADVISORY BOARD

Since its creation four years ago, Semeia acts to promote innovation in the way the public and private sectors interact to manage the richness of our country's protected areas.

We supported the establishment of the first Public-Private Partnership (PPP) in Brazilian protected areas, the Peter Lund Cave Route in the state of Minas Gerais. Our interactions with various governmental bodies (at the federal, state and city levels) and the private sector were undoubtedly a major source of learning.

We developed studies that showed us different models to be tested and continuously improved so that the participation of the corporate private sector and organized civil society may complement the government's role and strengthen the social and environmental value of these areas.

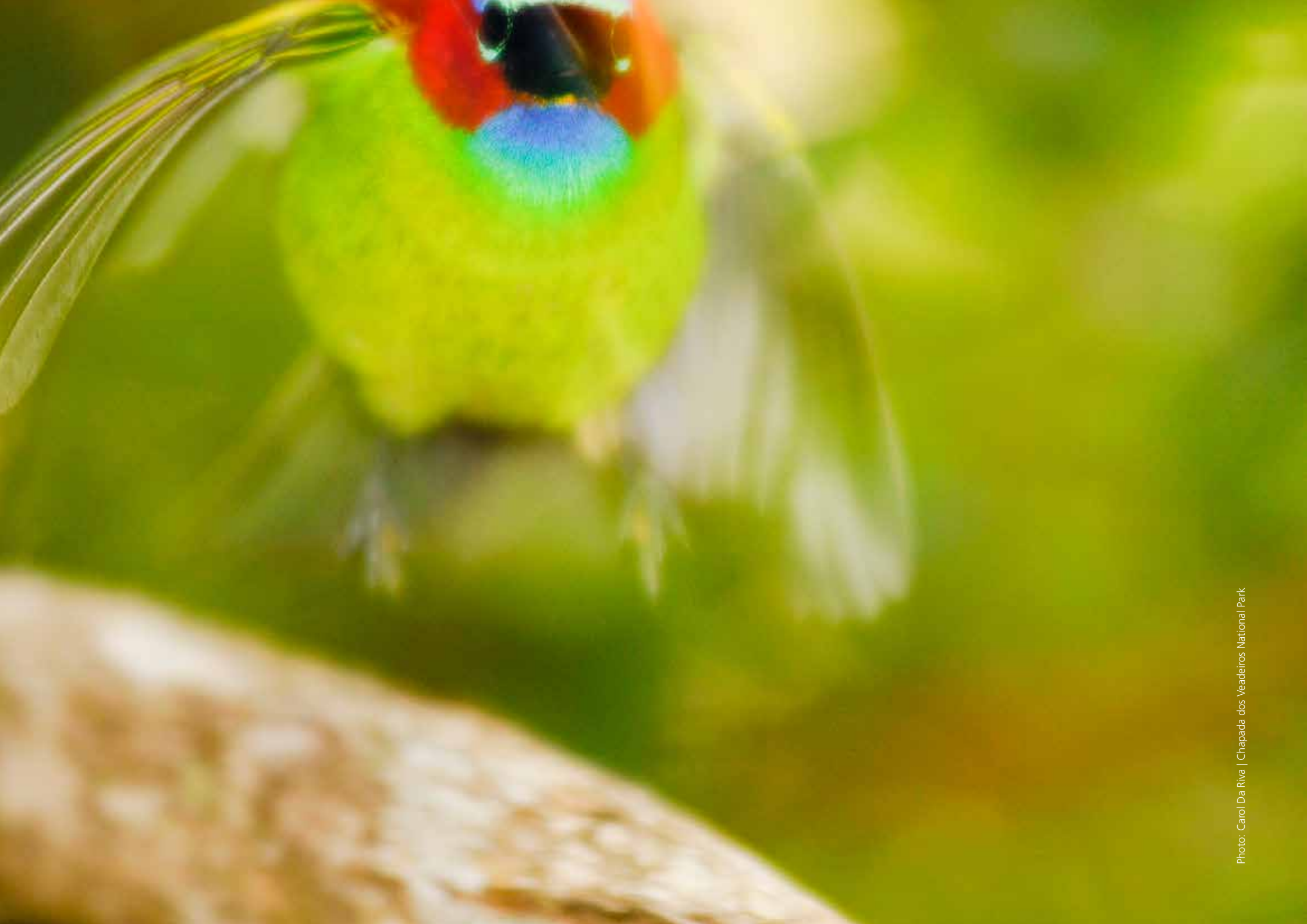
We disseminated publications that reveal the additional revenue potential of a more efficient management of our protected areas for the country's

economy – of around R\$5.3 billion a year. This would contribute significantly for the development of the regions where these areas are located.

The experiences of the past years have convinced us that the innovation frontier lies in uniting the best aspects of each sector, bringing together the government's regulatory and supervision competence, the resources from investors committed to results and to conservation, and private partners' managerial abilities.

Today we know that we have a positive and important agenda for our country. In the coming years, dozens of protected areas will find their way to start generating a growing value for society. Semeia is proud to be part of this movement. We are constantly striving for self-improvement in order to meet the government's and society's demands for projects that may transform our protected areas into a source of pride for all Brazilians.

Advisory Board



MESSAGE FROM THE EXECUTIVE DIRECTOR AND TEAM

Believing that protected areas may positively contribute to improve the quality of life of each one of us, Semeia was created with the mission of transforming these spaces into a source of pride for all Brazilians. Through our work we wish to become a benchmark in the articulation of the public and private sectors for the development and implementation of innovative and sustainable management models for protected areas¹ (PAs).

The private sector has management resources, knowledge and tools that, if adapted to the context of PAs, can substantially contribute to generate wealth through these areas.

The public sector employs many motivated people but lacks all kinds of resources to guarantee that PAs fulfill the purposes that justify their establishment.

Therefore, we believe that to bring the private sector (corporate and non-corporate) to assist the government in the protection and valorization of PAs is an alternative that could generate benefits for conservation and for each citizen – provided that the rules for this partnership are very well structured and monitored.

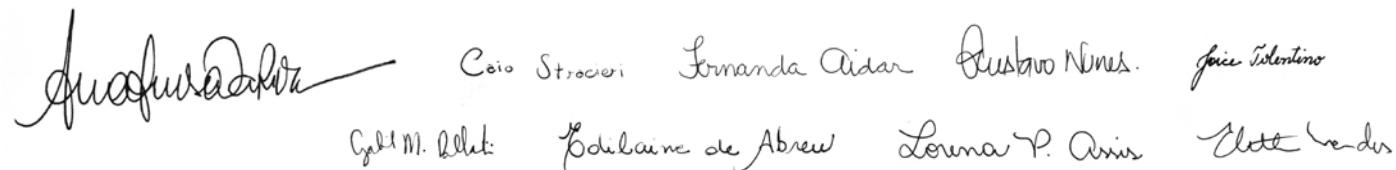
We are guided by values such as integrity, audacity, excellence, professionalism and people's valorization.

Our main, long-term strategic goal is to "create impact on conservation and develop innovative management models for PAs. These models should value local sociodiversity and include private partners."

For this purpose,

- ▶ **we work to promote the interaction between the public sector, the private sector and organized civil society** in order to implement excellence management models for PAs with greater potential for public use. We seek to put new management models into practice, scaling up the lessons learned;
- ▶ **we produce and systematize knowledge about Semeia's core themes through studies, publications and applied research.** In order to discuss and develop innovative management and financing models for PAs, it is essential to understand the Brazilian reality, to learn from international experiences and from other sectors in different and varied contexts. Moreover, data and diagnoses help in the creation of more robust public policies;
- ▶ we seek to increase the number of individuals that champion this cause, focusing far beyond environmental issues, disseminating knowledge, and **establishing relevant relationships with strategic stakeholders.**

We also wish to become a reference organization in Brazil in terms of governance and management in our sector. We have therefore created policies and codes of conduct that guide our collaborators' work. These are based on concepts such as social efficiency, transparency, cooperative ethics in the creation of projects, and meritocracy in the selection of collaborators and partners.



Coio Strocchi Fernanda Aida Gustavo Nunes Joice Tolentino
Gabri M. Belli Edilaine de Abreu Lorena P. Amorim Ulte Mendes

1- The protected areas on which Semeia sets focus are what we call "conservation units". They are defined in Brazil by law # 9,985/2000 as a "territorial space and its environmental resources, including jurisdictional waters, with relevant natural features, legally constituted by the government, with conservation purposes and defined boundaries, under a special administrative regime to which adequate protection guarantees apply".

IN PRACTICE: ARTICULATION AND APPLIED PROJECTS

ARTICULATION BETWEEN THE PUBLIC AND PRIVATE SECTORS

For the development and implementation of innovative and sustainable management models for protected areas, the interaction between the public and private sectors (corporate or not) should be intensified.

It is Semeia's priority to help the players involved acquire a better idea of themselves, as well as of each segment's specific demands and opportunities, creating therefore an enabling environment for further partnerships.

CO-OPERATION WITH THE PUBLIC SECTOR

Analysis and selection of parks with greater potential for public use.

Assist governments to advance the implementation of new management models for PAs.

Searches for national cases in order to foster the debate in Brazil.

CO-OPERATION WITH THE PRIVATE SECTOR

Mapping out of private sector's perceptions about the opportunities and limitations for partnerships and concessions in Brazilian parks.

Talks with private companies executing concession agendas in other sectors of the economy to understand and learn about the existing bottlenecks arising from partnerships with the public sector.

Consolidation of private sector's feedbacks so that they can be incorporated into the best practices of the projects we support.

Engagement meetings and events with the participation of international private players and their introduction to private companies of the Brazilian market.



PUBLIC-PRIVATE PARTNERSHIPS (PPP) IN THE PETER LUND CAVE ROUTE

The first PPP in a PA in Brazil was an initiative led by the government of the state of Minas Gerais. The proposal of a bidder was received in March 2015 and is currently pending approval.

Semeia partnered with the government to build this project which was aimed at combining conservation and socioeconomic development into a pioneer system where the public sector, private sector and civil society share benefits and duties, rights and obligations.

This pioneer initiative paves the way for important innovations in conservation management in Brazil and in the transformation of parks into a source of well-being and quality of life for all Brazilians. It also places public and private players in the role of real partners for conservation, public use and generation of opportunities for surrounding areas.

The project's legal framework has influenced other states to advance their agendas on topics such as PPP and concessions for PAs. This demonstrates the need and the value of conceiving innovative forms for the public and private sectors to be able to work jointly to provide public goods and to face future challenges.



Photo: Evando Rodney (Government of Minas Gerais) | Sumidouro State Park

THE PUBLIC NOTICE IS AN OPPORTUNITY FOR INNOVATION
IN THE PUBLIC MANAGEMENT OF THE 33.6 MILLION
HECTARES OCCUPIED BY OUR FEDERAL, STATE AND
MUNICIPAL PARKS.



Find out more

Get to know the Peter Lund Cave Route and the public notice's creation process on our website.
www.semeia.org.br

MONITORING THE PPP

The benefits created by the presence of the private sector in the PPP shall be assessed through a set of variable-based indicators:

A) ON PERFORMANCE:

Will assess the quality of mandatory services provided by the concessioner according to the degree of engagement and the outputs of the benefits created.

- Effective control of burnings;
- Visitor's degree of satisfaction with their visitation experience;

- Cleaning of access roads and maintenance of all internal roads.

B) ON SERVICE AVAILABILITY:

Will control the concessioner's compliance with their basic obligations without which the provision of services would render itself ineffective.

- Disclosure of environmental monitoring data to the population;
- Availability of a core team of environmental professionals;
- Damage to the historical, cultural and

archaeological heritages.

C) ON EXCELLENCE:

Will ensure compliance with excellence standards in the conservation and promotion of socioeconomic development through environmental, cultural and tourism valorization.

- Growth rate of visitors from other states and countries;
- Compliance and certification with ISO 9001, ISO 14001, ISO 26000, NBR 16000;
- Number of microcredit projects presented.

SPECIFICATIONS

Besides the above-mentioned indicators, the private partner shall ensure the execution of a series of actions such as:

- ▶ Monitoring of species and water resources as well as analysis of the evolution of environmental variables and their relation with the occupation, use and management of protected areas and their buffer zones;
- ▶ Creation of technical reports on the restoration of environmental liabilities that occurred prior to the concession;
- ▶ Improvement of resources for heritage interpretation and conservation, with submittal for approval by the granting body of a detailed program of procedures;
- ▶ Carry out actions for monitoring, prevention, environmental education, and population's awareness about the risks and consequences of forest fires;
- ▶ Design and execution of a program for environmental restoration. This should establish procedures with guidelines focused on ecosystem restoration within a minimum area of 300 hectares from the recovery and temporary use zones of Sumidouro State Park;
- ▶ Design of a subprogram for the management of exotic and invasive species;
- ▶ Design and execution of a speleological plan for caves found in the PAs until the concession's first year;
- ▶ Assure support for scientific research managed by the State Forestry Institute research program;
- ▶ Monitoring of visitation impacts on trails.

Should the public notice be successful, Semeia will focus on monitoring impacts throughout the years and on analyzing lessons learned that might contribute to continuously improving the model adopted.

IN THEORY: DATA AND EVIDENCES

GUIDELINES FOR PUBLIC USE OF PROTECTED AREAS

In 2014 Semeia set out to conduct a series of five studies to create a set of “Guidelines for Public Use of Protected Areas”.

These studies formed the base for the creation of a letter directed to the candidates for the Presidency in 2014. It contained the following recommendations:

- 1) Create a time-phased agenda for promoting the public use of parks with an initial focus on those parks with greater tourism potential;
- 2) Adopt a management model based on the regulation created by the agency responsible for the protected areas, and decentralized execution, preferably in partnership with the private sector (corporate or non-corporate);
- 3) Establish a national policy on private partnerships and outsourcing of PAs.

The document was given to representatives of the three main candidates for the Presidency. It intended to proactively influence the discussion on regulatory policies and frameworks necessary for forging a suitable environment for conservation and promotion of public use, especially of parks.



Protected Areas in Brazil: Contribution of Public Use to Socioeconomic Development

This publication has originated from the first study designed to support the formulation of “Guidelines for Public Use of Protected Areas”.

It calculated the magnitude of economic losses Brazil incurs by not efficiently exploring the touristic potentials of PAs where public use is allowed.

The findings show that the country annually loses an amount of R\$ 5.3 billion of additional revenue for the economy. This sum can be three times higher if we take into account improving management models, general infrastructure conditions and population’s income in the next 25 years.

August/2014

Print and electronic distribution (free of charge)
500 copies and 10,467 downloads (until Dec/14)



The creation process of the Guidelines could be followed in the blog “Esse parque é seu” (Portuguese for “This park is yours”). This blog was intended to ensure transparency and allow our stakeholders to monitor and directly participate in the process. Find out more: www.semeia.org.br/blog

OTHER STUDIES CONDUCTED IN 2014

MANAGEMENT MODELS

Reflection on the applicability of institutional models available in Brazil for the management of PAs, with identification of the advantages and disadvantages of each model, especially with regard to their outlines as defined by Brazilian laws. In its assessment of solutions involving the participation of public authorities and companies, social organizations and private companies, the study clearly states that there is no universal management model, and that the choice of a model must occur according to each case's specificity. (Published in March/2015).

GOVERNANCE

How the assumptions for good governance (corporate and public) can inspire us to improve SNUC's governance? This study sought to understand the existing governance model so that, based on the objectives that guide the creation of PA's categories and on the maximization of value generation for society, a debate on the relevance of the current model can be generated and new alternatives proposed. (To be published).

FINANCIAL RESOURCES

Although the challenges faced by PAs are not exclusively of a financial nature, the lack of resources is one of the main problems they encounter – be it the lack of infrastructure and equipment resources or adequate contingency and qualification. This study investigated the funding scenario of the National System of Protected Areas (Sistema Nacional de Unidades de Conservação – SNUC) to identify its main current challenges and map opportunities for a more promising future. The focus on federal PAs was defined particularly by the availability of data for the analysis. (To be published)

PEOPLE AND ORGANIZATIONS

Addressing aspects related to human resources in public organizations, specifically these aspects' impact on the efficient management of protected areas – always from a diagnosis of the current federal scenario. Based on objective universal premises for good people management practices and on best guidelines seen in the public and private sectors that support the implementation and operation of an organized system capable of boosting the public use of parks. (To be published).





Foto: Rosanetur | Parque Nacional Marinho Fernando de Noronha



MANAGERS AND PROTECTED AREAS: PERSPECTIVES 2013

The main goal of this research is to map the situation of the public use of Brazilian PAs based on the perception of professionals that daily manage these areas. Its 2nd edition was launched in 2014.

This study assesses four dimensions: visitation, revenue generation, public policies and work conditions.

Through the results, we intend to offer inputs to PAs' management bodies that can be used for management planning and continuously management improvement of these spaces. Therefore, it actively contributes to stimulate new formulations of public policies that can in fact strengthen SNUC and value PAs' managers.

October/2014

Electronic distribution (free of charge)

2,110 downloads (until Dec/14)

TECHNICAL SUMMARIES

Technical summaries were created to facilitate access to publications produced by other institutions (often written in other languages). Our attempt is to select studies that could strongly contribute for a better understanding of Brazil's

challenges and opportunities to consolidate its PAs. With this initiative we also share the lessons learned through our work.

We mapped out the mostly addressed topics and terms in last year's technical summaries:

12 technical summaries
Electronic distribution (free of charge)
7,520 downloads (until Dec/2014)



Read the technical summaries on our website: www.semeia.org.br/resumos

NETWORKING: ENGAGEMENT AND VISIBILITY TO THE CAUSE

COMMUNICATION ACTIVITIES

In 2014, we worked hard on structuring communication processes to support the 2015 engagement strategy which was designed to foster co-creation of knowledge and of joint initiatives.

We drew up a diagnosis and identified the most relevant audiences to be engaged as well as the best ways to stimulate a sense of recognition, belonging and connection with the cause we defend.

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Newsletter Technical Summary	Newsletter Technical Summary Webcast		2 Technical Summaries CSU Scholarship	Newsletter Technical Summary Webcast	Technical Summary Article in Tier-1 Brazilian newspaper Folha de S. Paulo
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Technical Summary	Newsletter Technical Summary Webcast 1 st Publication Radio CBN	Technical Summary Research Report with PAs Managers Event Radio Bandeirantes & Tier-1 Brazilian newspaper O Estado de S. Paulo	Technical Summary Event Tier-1 Brazilian newspaper Valor Econômico & Tier-1 magazine Exame	Newsletter Technical Summary Event Radio CBN & Tier-1 Brazilian newspaper O Globo	Webcast Retrospective

COMMUNICATION AND ENGAGEMENT PRODUCTS

- ▶ **Website:**
Unique Visitors in 2014: 13,600
- ▶ **Facebook:**
Outreach in 2014: 109,223 people
- ▶ **Press:**
Outreach in 2014: 1,567,000 people*
- ▶ **Publications | Technical Summaries | Annual Report:**
23,630 downloads (until Dec/14)

Photo: Tatiane Fontes | Caparaó National Park



Get to know our communication channels:

www.semeia.org.br

[f/InstitutoSemeia](https://www.facebook.com/InstitutoSemeia)

[t/iSemeia](https://twitter.com/iSemeia)

[in/InstitutoSemeia](https://www.linkedin.com/company/InstitutoSemeia)

RAISING AWARENESS

Raising awareness for the cause, beyond the environmental world, reaching to the creators of social and economic policies and broadening the general knowledge on the impact of PAs on our quality of life and well-being, and the need to change our attitudes as to our protected areas – this the great catalyst that guides our work with the press.

Although in 2014 we just started building up the basis for this relation, the topic relevance ensured the interest of high-coverage national media channels to provide qualified reporting.

99 insertions
 14 media branches
 Outreach in 2014: 1,567,000 people*
 Estimated media value: R\$ 415,828



PARKS IN BRAZIL - ANNUAL EVENT

2014 marked an unprecedented partnership between Semeia and Arq.Futuro, which culminated in the organization of the event **Parks in Brazil: management models, opportunities for urban parks and protected areas**.

With two editions – São Paulo in October and Rio de Janeiro in November – this initiative gathered more than 700 representatives of the private sector, government and civil society to discuss the sector's challenges in a rich exchange of experiences also attended by renowned international specialists.

2 editions (Rio de Janeiro and São Paulo)

36 speakers

770 participants

Participants' average of satisfaction with the event:

▶ São Paulo: 4.5 / 5

▶ Rio de Janeiro: 4.4 / 5



Watch the presentations on our website:
www.semeia.org.br/evento

"We will test a few, so that
we can help many."

Lydia Ragoonanan,
Rethinking Parks (London)

"Without money there is no
conservation, and without
tourism there is no money."

Pedro da Cunha e Menezes,
IUCN (Rio de Janeiro)

"We have to turn everything upside
down to get from inadequate to
extraordinary."

Fred Kent,
Project for Public Spaces (New York)

PHOTOS OF THE EVENTS IN SÃO PAULO AND IN RIO DE JANEIRO





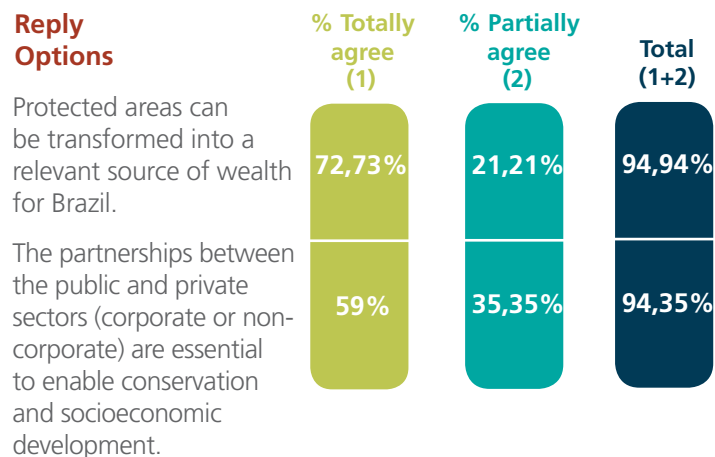
Photo captions: (1) Fernando de Mello Franco, Municipal Department for Urban Development of São Paulo; (2) Lydia Ragoonanan, Rethinking Parks; (3) Roberto Vizentin, Chico Mendes Institute for Biodiversity Conservation; (4) Washington Fajardo, Rio World Heritage Institute; (5) Vinícius Lummertz, Ministry of the Environment; (6) Elizabeth Barlow Rogers, Foundation for Landscape Studies; (7) Regina Myer, Brooklyn Bridge Park; (8) André Ilha, protected areas specialist; (9) Bruno Marques de Oliveira, Cataratas do Iguazu S.A.; (10) Maurício Portugal Ribeiro, Fundação Getúlio Vargas; (11) Stewart Collins, C Squared Company; (12) Tanya Ortega, Ortega Family Enterprises; (13) Ana Luisa Da Riva, Semeia & Tomas Alvim, Arq.Futuro; (14) Pedro Luiz Barreiros Passos, Advisory Board, Semeia; (15) Patrice Etlin, Advent International; (16) Guilherme Ruggiero Passos, Advisory Board, Semeia.

IMAGE AUDIT: HOW WE ARE PERCEIVED

Each year we carry out an image audit among our stakeholders to evaluate how our work is perceived and to identify opportunities for collaboration, partnership and improvements.

We share with you the main results of last audit that had the participation of 198 respondents (response rate of 10.83 %).

HOW MUCH DO YOU AGREE WITH SEMEIA'S ACTION THESES PRESENTED BELOW?



On the perception about Semeia:

90.9% of respondents in 2014 stated their perception is "fully positive and positive", what indicates a slight improvement to 2013, when the result was 88.5 %.

On Semeia's efficiency:

88.5 % of respondents in 2014 think we are "very efficient and efficient".

Another point of extreme relevance for us is that most respondents (94.6 %) expressed their wish to get closer to Semeia's work. A great part of the audit's respondents participated by answering open questions, suggesting more appropriate ways of interaction and topics they wish we could address in our work. The essence of these suggestions is presented below:

Interaction by means of:

- Communication in more diverse and playful formats, and better organization of information on the website;
- Fostering debate, promoting, wherever possible, face-to-face meetings like our annual event or more online content discussion with specific webcasts, for instance.

Suggested topics:

- Concrete cases of successful experiences in different management models in parks;
- Create further evidence for the relevance of the partnerships between the public and private sectors for the improvement of park management and subsequent involvement in the delivery of benefits to society;
- Information on how to guarantee social participation and increase the debate with civil society as regards the management of PAs;
- Lend more visibility to Semeia's articulation work, which forms the base for developing projects and whose completion and development time to achieve concrete results is not often perceived by our stakeholders;
- Where feasible, we present information on urban parks because they are part of most people's reality, serving as an example for the potential use of other areas.

SCHOLARSHIPS

Our scholarship program, in partnership with Colorado State University (CSU), seeks to value professionals involved in the daily management of PAs, promoting their continuous training so that they are able to exchange cutting-edge ideas and promote the discussion on new management forms of protected areas.

2011 – 2014
9 fellows
4 states



HOW IS THE KNOWLEDGE ACQUIRED DURING THE COURSE BEING TRANSFERED TO OUR FELLOWS' DAILY LIVES?

"It was possible to draw parallels with the reality in Brazil and think about solutions for our internal challenges. The participation in the course triggered the start of a new project that, in partnership with UFMG, aims to create a Center for Protected Areas of the Espinhaço Biosphere Reserve (Observatório das Unidades de Conservação da Reserva da Biosfera do Espinhaço). I am carrying on with the projects I was previously developing, but now I am taking a closer look at the fact that we have to make our PAs more efficient in terms of meeting their goals – tourism, conservation, research, management and others."

**Raoni Araújo Ferreira,
Minas Gerais**

"The participation as a scholarship fellow in the Mobile Seminar on Planning and Managing Tourism in Protected Areas has allowed me to make significant advances in my professional life as a lawyer, university professor and researcher in the areas of Law and Tourism. The course helps me to increase this work's outreach, also with an emphasis on the role of the nonprofit sector. My second book, which is underway, is based on the experiences acquired during the Seminar."

**Maria Constança
Homem de Carvalho,
Rio de Janeiro**



PARTNERSHIP WITH FUNDAÇÃO GETÚLIO VARGAS (FGV-SP)

We understand that it is important to take the cause of PAs to all players of society, beyond the groups directly involved with environmental matters. We know how important it is to connect this universe with decision makers that, even if acting in other areas, will be able to positively influence the future of the planet and, more specifically, of our protected areas.

We therefore accepted, in 2014, the invitation by the Center for Sustainability Studies of the Fundação Getúlio Vargas (Centro de Estudos para Sustentabilidade da Fundação Getúlio Vargas - GVCes) for the joint creation and application of the 9th edition of the discipline Integrated Sustainability Training (Formação Integrada em Sustentabilidade – FIS).

Students were confronted with the dilemmas of managing protected areas both in the classroom and in immersion trips to the PAs that comprise the Rota Lund PPP project in Minas Gerais and also Rio Negro Sustainable Development Reserve in the state of Amazonas.

The group of 16 students was challenged to translate these experiences into a board game. The initiative was collectively funded and positively assessed by professionals specialized in board games and in protected areas, among which two managers of Rota Lund's PAs.



FGV students participating in the immersion visitation to Rio Negro Sustainable Development Reserve (RDS)



Rogério Tavares, manager of Sumidouro State Park (Rota Lund), welcomes the FIS students

“ We use to joke around that in the Fundação Getúlio Vargas it is hard to find someone who has already used the words “area” and “protected” together in their term repertoire. This is for us this initiative’s greatest impact. The students will leave this place as influencers or decision makers. Through a playful contact with this topic, these people will make decisions in a different way. They

will be aware of the importance of PAs for the country. In this sense, the impact and legacy are significant.

The game replicability should also be highlighted: we are able to use it in structured activities with more than 200 students during each term”.

Mário Monzoni,
Director of GVCes



Photo: Gabriel Palladini

Hiking at the RDS Rio Negro



Foto: Divulgação

Mário Lúcio de Oliveira and Rogério Tavares, managers of Rota Lund, with Semeia’s team and Professor Mário Monzoni



Photo: Gabriel Palladini

Guided visitation led by manager Mário Lúcio de Oliveira to the Peter Lund Natural State Monument

National Park Foundation and Central Park Conservancy – Washington and New York, junho

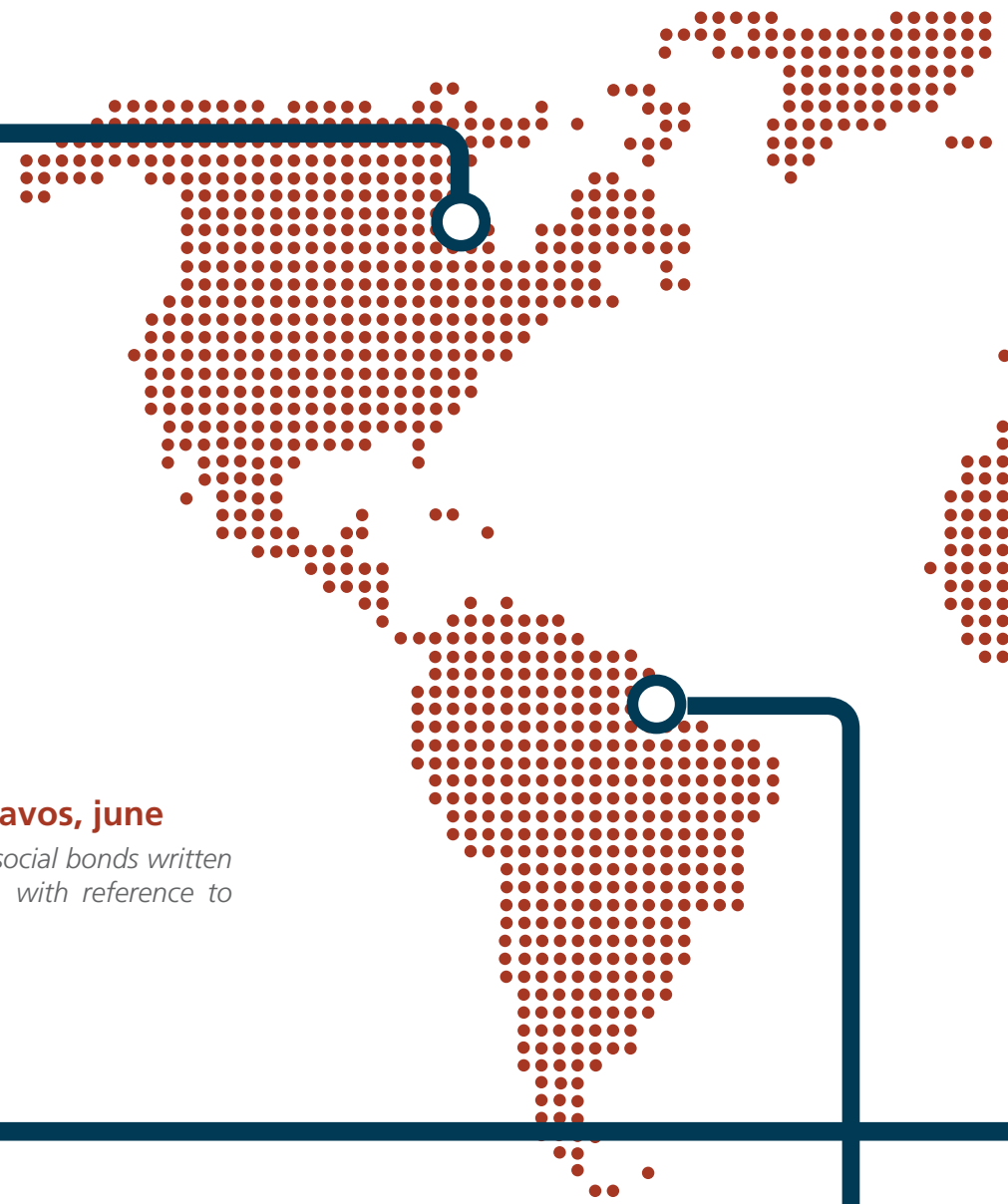
Technical visit by Advisory Board members and Board of Executive Officers.

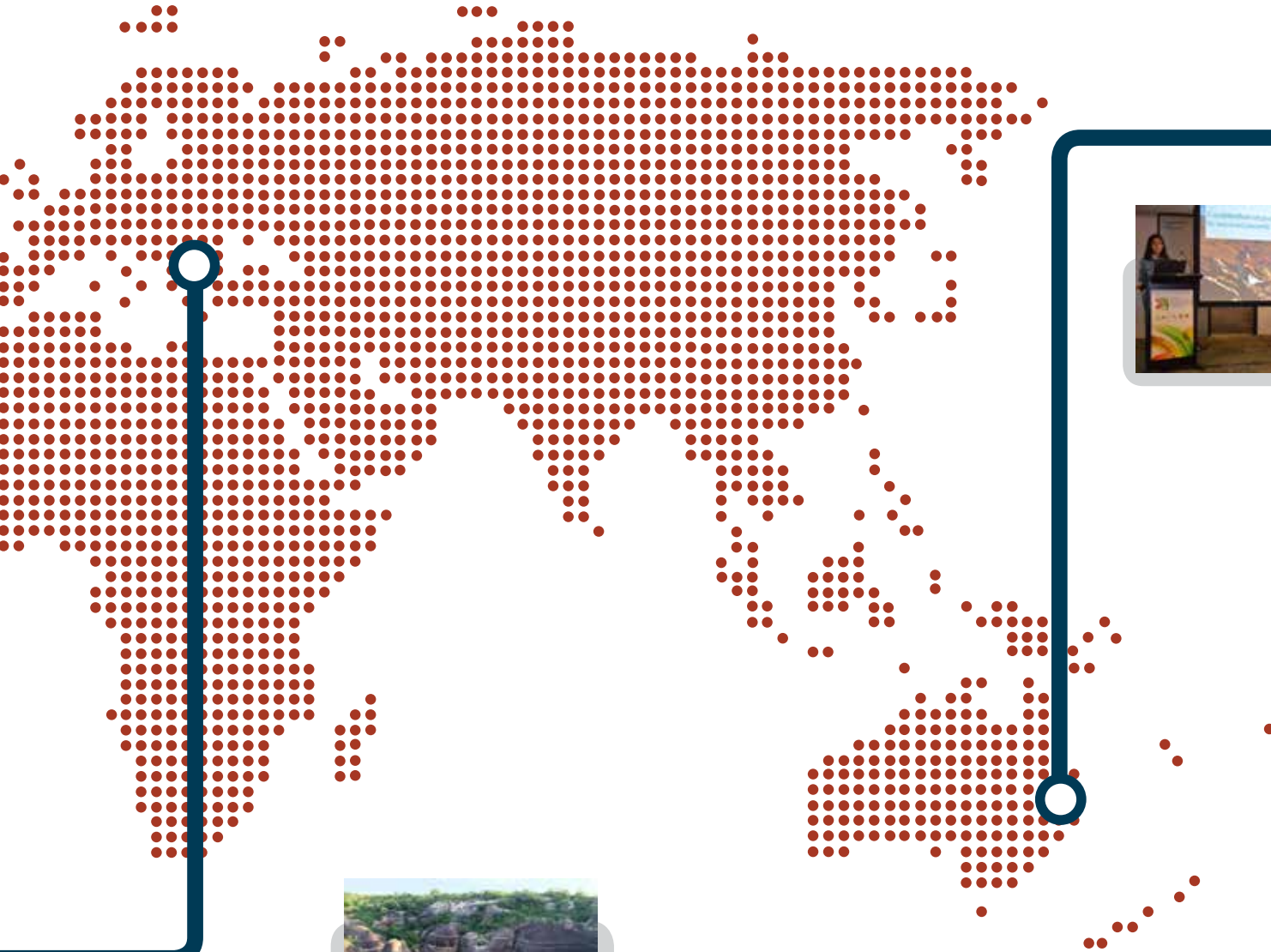
In the U.S., parks have been working for some time in co-operation with private sector institutions (corporate or non-corporate), improving management and partnership models or often creating new ones. The results are clear: at the Central Park, for example, 75% of all maintenance and conservation resources come from the organized civil society and are managed by a non-profit organization. Such examples are important sources of inspiration to improve the partnerships between the public and private sectors involving Brazilian parks.



World Economic Forum – Davos, june

Quotation from an article on social bonds written by Professor Sérgio Lazzarini, with reference to Rota Lund's PPP Project.





Serra da Capivara National Park – Piauí, December

Field trip by five of Semeia’s team members with informal talks and interviews with local players of several sectors.



Photo: Beto Mesquita

IUCN World Parks Congress – Sidney, November

Presentation of the results of the publication “Protected Areas in Brazil: Contribution of public use to Socio-economic Development” in collaboration with the Pro Protected Areas Coalition.

The world’s main event on protected areas, the World Parks Congress is organized every four years by the International Union for Conservation of Nature (IUCN). The Congress took place in Australia (November) and focused on formulating and collecting new approaches for the much needed transformation in this sector. Through 12 discussion lines, Congress participants sought to identify the next steps to guide us to greatest transformations in decision making, professional field, government policies, professional training and necessary financing for protected areas. These steps will prove and demonstrate the value of protected areas to human beings, ensuring that they will be perceived as one of the best investments for our planet and for us humans.

PRO PROTECTED AREAS COALITION – SÃO PAULO, SP – JANUARY

Movement founded by environmental, non-governmental organizations to defend the National System of Protected Areas and strengthen it (continuous project). Members of the Coalition: Conservation International, IMAFLORA, Fundação Grupo Boticário, National Network Pro-Protected Areas (Rede Nacional Pró-Unidades de Conservação), Semeia, SOS Mata Atlântica and WWF.

ECOTOURISM AND SUSTAINABLE TOURISM CONFERENCE – BONITO, MS – MAY

Panel and launching of the manifest “Parks in Danger” in collaboration with the SOS Mata Atlântica Foundation, WWF-Brazil, and Brazilian Association of Ecotourism and Adventure Tourism (Associação Brasileira das Empresas de Ecoturismo e Turismo de Aventura - ABETA). Event organized by The International Ecotourism Society (TIES).

PUBLIC HEARING AT THE TOURISM COMMISSION OF BRAZIL’S HOUSE OF REPRESENTATIVES – BRASÍLIA, DF – MAY

Debate on tourism activities in national parks and their main challenges with the participation of and in partnership with ABETA.

TOURISM – BRAZIL: PRE-WORLD CUP, BIG EVENTS ASSESSMENT AND PERSPECTIVES FOR THE COUNTRY. RIO DE JANEIRO, RJ – MAY

Presentation “National Parks: public-private partnerships aimed at increasing the number of visitors and funding for conservation.”

SOCIAL FINANCE TASK FORCE – LONDON, UK – JUNE

Organized by the Corporate Citizenship Institute (ICE), the field visit has made it possible to know the lessons learned by the English social finance movement, promoting practical reflections to maximize the potentials of Brazilian social finance ecosystem and impact businesses, as well as the local edition of the task force.

SEMINAR ON THE IMPORTANCE OF PROTECTED AREAS – VITÓRIA, ES – JUNE

Presentation “Protected Areas’ Public Use and Partnerships” for representatives of Espírito Santo’s Department of Justice.

JAN

FEB

MAR

APR

MAY

JUN

**INTER-AMERICAN FORUM ON
SUSTAINABLE TOURISM / ADVENTURE
SPORTS FAIR, SP – AUGUST**

Talks on the public use of
protected areas.

**ABETA SUMMIT 2014 / 11TH BRAZILIAN ECOTOURISM AND ADVENTURE
TOURISM MEETING (ENCONTRO BRASILEIRO DE ECOTURISMO E TURISMO
DE AVENTURA) – SÃO PAULO, SP – SEPTEMBER**

Talk: "This park is yours: the public use of protected areas."

**IMPACT INVESTING IN BRAZIL: FROM
THE MARGIN TO THE MAINSTREAM
– SÃO PAULO, SP – AUGUST**

Presentation about the work mechanisms designed for the Peter Lund Cave Route's PPP project in an event organized by the Teaching and Research Institute (Instituto de Ensino e Pesquisa – Insper).

**FIRST WEEK OF MANAGEMENT AT SERRA DO CIPÓ –
SANTANA DO RIACHO, MG – OCTOBER**

Talk on best practices for the public use of protected areas.

JUL

AUG

SEP

OCT

NOV

DEC



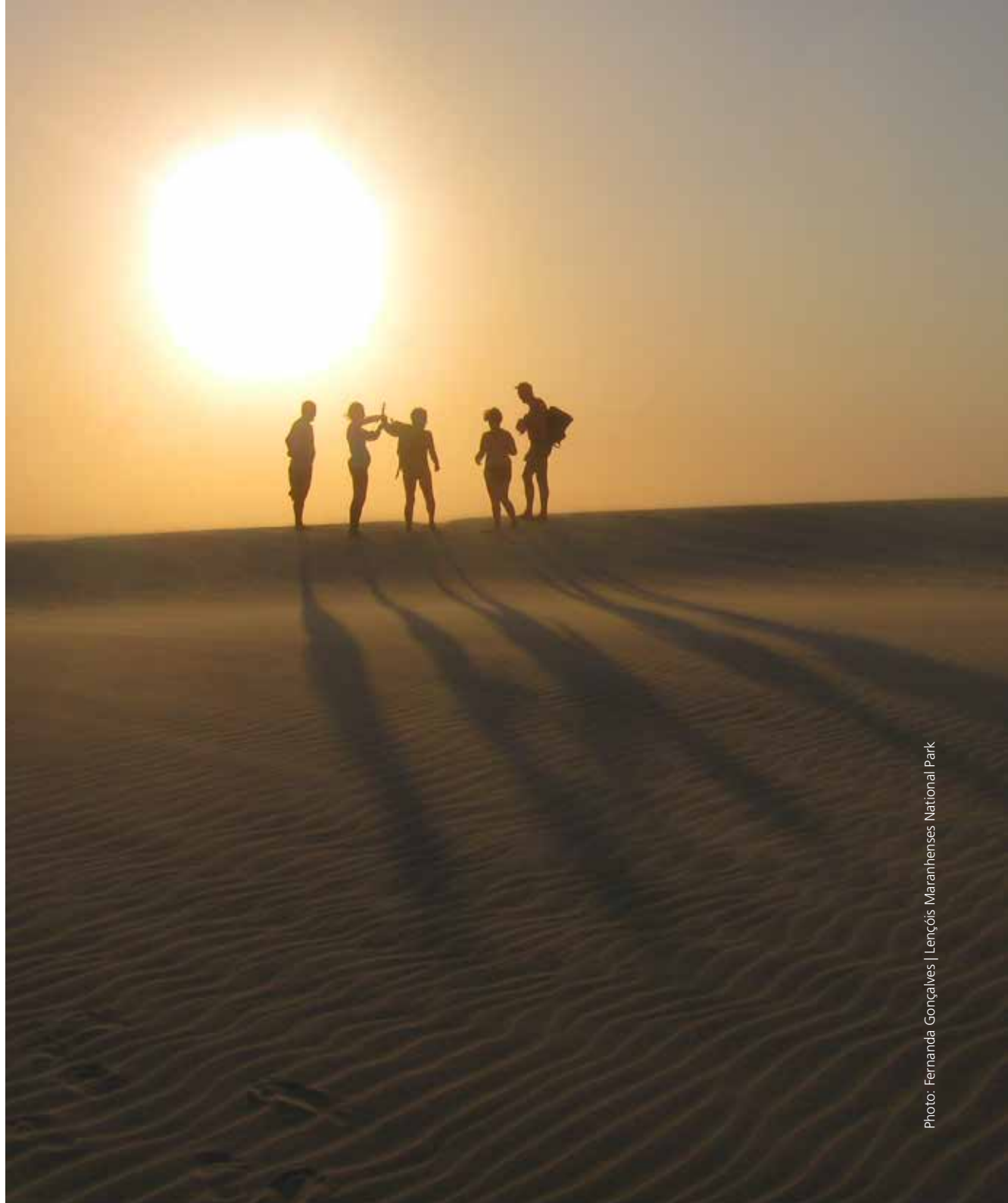
OUR CODE OF CONDUCT

In order to achieve its mission and vision, Semeia works in a fully transparent manner, respecting the laws and standards applied to the non-profit sector, and the standards that regulate the interactions between the public and private sectors.

To guide the conduct of our collaborators and partners, we created a Code of Conduct with guidelines that should be observed while carrying out professional activities. The Code also contemplates compliance with Law #12,846 of 2013, better known as the Anti-Corruption Law, and its articles. These provided for the liability of corporations for actions contrary to national or international public administration.

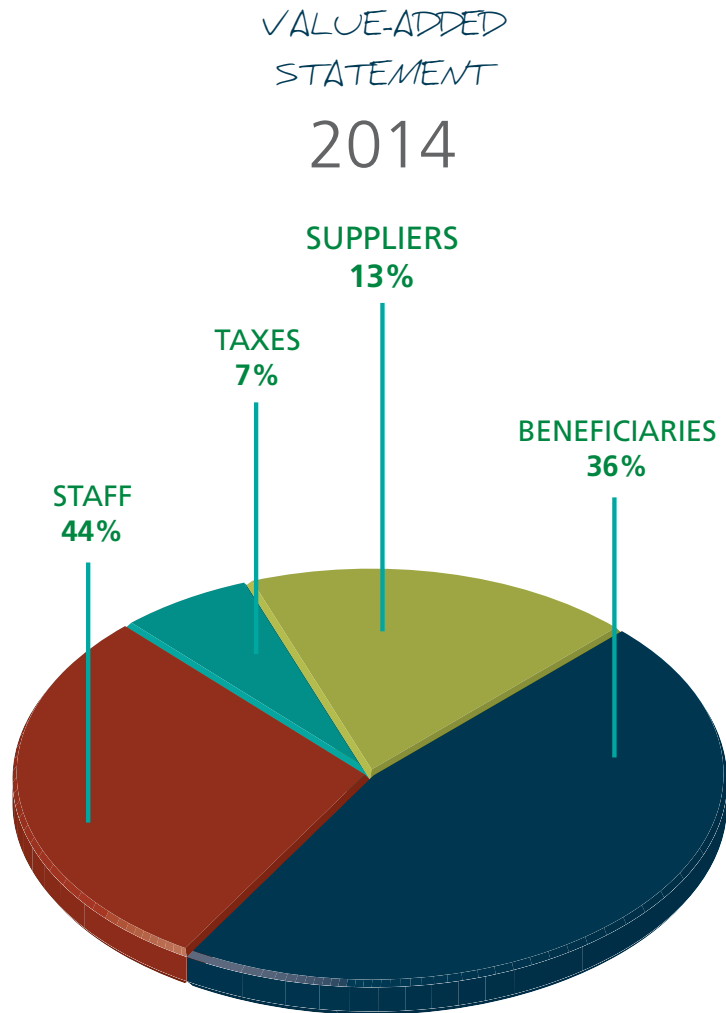
The Code of Conduct reflects the cultural identity and commitments made by Semeia in its work. It has been structured in three key dimensions:

- (i) Code of Ethics and Compliance
- (ii) Policy for Resolving Conflicts of Interest
- (iii) Government Relations Policy

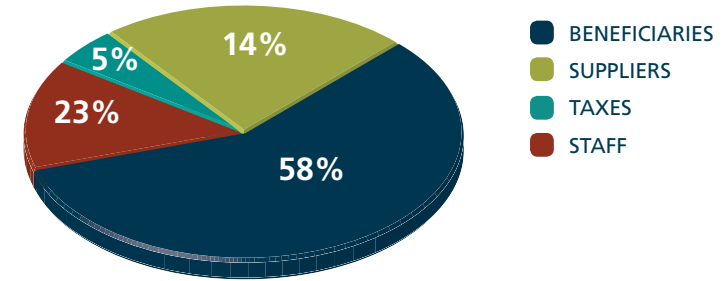


FINANCIAL STATEMENTS

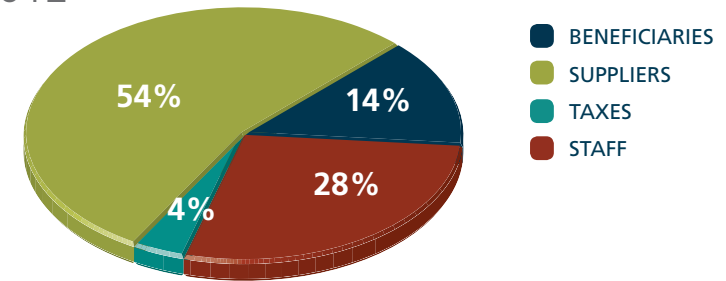
The Value-Added Statement (VAS) is the income report that demonstrates, in summary form, the values that correspond to the wealth generated by the institution during a specific period, and its respective distribution.



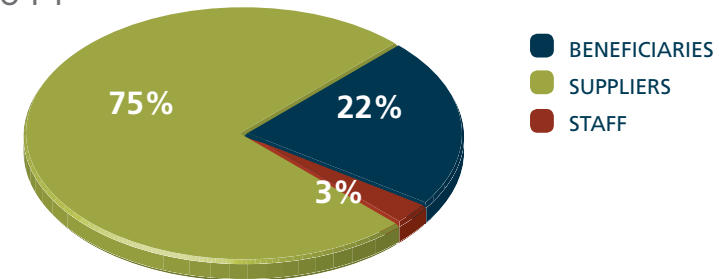
2013



2012



2011



AUDIT REPORT

We examined Instituto Semeia's financial statements ("Entity"), Corporate Taxpayer's ID (CNPJ) #10.621.023/0001-77. These statements comprise the balance sheet as of December 31, 2014, and the corresponding statements for the results, change of equity, and cash flow for the fiscal year ended on that date, as well as a summary of the key accounting practices and further explanation notes.

Administration's Responsibility for the financial statements:

The Entity Administration is responsible for the creation and adequate presentation of these financial statements in accordance with the accounting practices adopted in Brazil and with the internal controls it deemed necessary for drawing up financial statements free of relevant distortions, regardless if caused by fraud or mistake.

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Independent Auditors' Responsibility:

Our responsibility is to express an opinion on these financial statements based on our audits and in accordance with Brazilian and International Auditing Standards. These standards require the auditors to comply with ethic requirements and to plan and execute the auditing with the purpose of being reasonably sure that the financial statements are free of any relevant distortion.

Auditing involves the execution of chosen procedures for obtaining evidence as to the values and disclosures presented in the financial statements.

The chosen procedures depend on the auditor's judgment, including the assessment of risks and relevant distortion in the financial statements, regardless if caused by fraud or mistake. In this risk assessment, the auditor

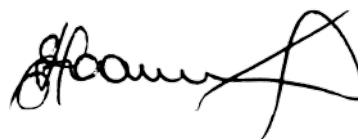
takes into account the internal controls relevant for the creation and adequate presentation of the Entity's financial statements in order to plan the auditing procedures appropriate for the circumstances, but not to express an opinion on the effectiveness of the Entity's internal controls.

Auditing also includes the assessment of the adaptation of the accounting practices used and the reasonability of the accounting estimates made by the administration. Furthermore, it includes an assessment of the presentation of financial statements as a whole.

We believe that the auditing evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion:

In our opinion, the above-mentioned financial statements adequately present, in all relevant aspects, the Entity's equity and financial position as of December 31, 2014, the execution of its operations and cash flows for the fiscal year ended on that date, in accordance with Brazilian accounting practices.



Carminato Associados Auditoria Contab Ltda.
CRC 2SP 021740/O-7
Edson Funes Carminato
Accountant Partner CRC 1SP 137.295/O-4

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Gustavo Nunes

We thank all partners that contribute to Semeia's activities, especially those who gently provided the photos that illustrate this annual report.

1	2	3	
	4	5	6

Front and back cover photos:

- (1) Alex Carvalho. Tijuca National Park
- (2) Carol Da Riva. Serra da Capivara National Park
- (3) Carol Da Riva. Chapada dos Veadeiros National Park
- (4) Chico Ferreira. Chapada Diamantina National Park
- (5) Igor Prata. Serra dos Órgãos National Park
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