I. INSTITUTIONS SESSION TITLE

INSTITUTIONAL ARRANGEMENTS FOR FINANCING PROTECTED AREAS

II. OVERVIEW AND OBJECTIVE

To sustainably finance the management of protected areas, institutions often face a complex set of social, cultural, physical, biological, political, legal, and financial factors. By taking each of these factors into account and by working closely with other institutions, comprehensive and effective arrangements can be developed, increasing the likelihood of protecting biodiversity. Additionally, institutions (at the local, national, regional and international level) provide the framework for generating and allocating funds. This can be done effectively if proper institutional arrangements are achieved.

The objective of this workshop is to analyze inter- and intra-institutional arrangements for sustainably financing protected areas/protected area systems. This workshop will also provide a forum for drawing recommendations on how to more effectively establish and maintain such institutional arrangements.

This session will bring together a set of institutional actors involved in the direct management and support of protected areas, including (but not limited to):

(a) protected area managers and protected area system administrators, as those that are directly responsible for the sustainability of protected areas;
(b) private, non-government and community-based organizations representing civil society;
(c) environmental funds, which in the last decade have become an important element of the institutional fabric that support protected areas; and
(d) the funding sources, represented by a wide range of public and private organizations, that financially support protected areas throughout the world.

III. CONTENT AND STRUCTURE OF THE SESSION

This three hour workshop will be divided into three sections: 1) an opening plenary to frame the discussion and introduce the major institutional issues to be addressed during the session, 2) three concurrent panels, where panelists will be asked to address specific questions (see below), and 3) a closing plenary where all workshop attendees and panelists will reconvene to discuss conclusions and recommendations from the concurrent panels.
**OPENING PLENARY- ONE HOUR**

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<th>Section</th>
<th>Chair</th>
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The opening plenary will begin with introductory remarks and speaker introductions by Lorenzo Rosenzweig (of the Mexican Nature Conservation Fund). A 5-minute session overview from the plenary chair will follow. The three plenary speakers will then give 10-minute presentations addressing the following questions:

1. What can institutions do to improve the long-term flow of funds for protected areas?
2. How can institutions ensure that funds will be effectively applied to protected areas?
3. How can institutions collaborate more effectively to finance protected areas?

In making their presentations, the speakers will emphasize the importance of the effective collaboration between institutions (including protected area managers, protected area system administrators, non-government, private, and community-based organizations, environmental funds, and funding sources). They will share their perspectives on the major challenges faced by institutions working to sustainably finance protected areas. They will draw on their experiences to describe the most effective ways for institutions to deliver long-term funding solutions. Overall, the speakers' presentations will introduce the issues to be addressed in the session and frame the discussion for the three subsequent, concurrent panels.

Following the speaker presentations, the plenary chair will lead an open discussion on the foregoing issues.

**CONCURRENT PANELS- ONE HOUR**

Following the opening plenary there will be three concurrent panel discussions (each of which is described below). Each panel will address similar questions from three different perspectives - government, donor and private sector. In each case, the questions and discussion are aimed at improving the way in which institutions support protected areas.

The panels will use specific examples of institutional arrangements to determine how effective they have been or could be at achieving the financial sustainability of protected areas and protected area systems. Emphasis will be placed on institutional constraints that have been overcome or remain apparent that inhibit the effective financial functioning of the protected area or protected area system.
### Panel A: Government structures for financing protected area systems

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<tr>
<td>A: Public Sector Support/Management</td>
<td>Murphy Morobe, Financial and Fiscal Commission, South Africa National Parks</td>
<td>Cecilia Ferraz Foloni, IBAMA, Brazil</td>
<td>Mathias Bechtolsheim, KfW, Germany</td>
<td>Mr. Effendy Sumardja, State Ministry of Environment, Indonesia</td>
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This panel will bring together governmental representatives involved in the financing and management of protected areas. These representatives will address the following questions:

1. What can governments do to improve the long-term flow of funds for protected areas?
2. How can government funds be more effectively applied to protected areas?
3. How can government develop synergies with other institutions to finance protected areas?

In addressing these questions, the panel speakers will discuss examples of successfully financed protected areas. Further, contrasting examples of protected area management will be considered, such as centralized systems versus decentralized units that have authority to capture and retain funds. There will also be a discussion on developing strategies to benefit from government spending through the establishment of partnerships. Non-governmental institutions that work alongside government bodies to support or manage funds will also be discussed in terms of their institutional effectiveness and linkages to the public sector.

### Panel B: Donor support for protected area sites

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<th>Speaker 4</th>
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<td>B: Donor Support</td>
<td>Marianne Guerin-McManus, Global Conservation Fund, CI</td>
<td>Mario Ramos, GEF</td>
<td>Alberto Paniagua, PROFONANP E and RedLAC</td>
<td>Melinda Kimble, UN Foundation</td>
<td>Ton van der Zon, Ministry of Foreign Affairs, Netherlands</td>
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This panel includes representatives from donor institutions that provide funding for protected areas. The panelists will address the following questions:

1. What can donors do to improve the long-term flow of funds for protected areas?
2. How can donor funds be most effectively applied to protected areas?
3. What makes a collaboration arrangement attractive to donor funding for protected areas?
These panelists will emphasize the importance of effective collaboration between institutions. They will share examples of successful protected areas and give their perspectives on the major challenges faced by donors.

**Panel C: Private investments to support protected areas**

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<td>C: Private Investments</td>
<td>Pedro Leitão, FUNBIO and RedLAC</td>
<td>Colin Bell, Wilderness Safaris, South Africa</td>
<td>Daulos Mauambeta, Wildlife and Environmental Society of Malawi</td>
<td>Leigh A Talmage-Perez, Asian Conservation Company</td>
<td>Kristalina Georgieva, World Bank</td>
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This panel includes individuals with experience in capturing private sector funding for protected areas. The panelists will address the following questions:

1. How can private sector investments be generated for protected areas?
2. What mechanisms should be put in place to ensure that private investments benefit protected areas?
3. What institutional arrangements are required to attract private investments consistent with protected areas objectives?

In addressing these questions, the panelists will provide examples of protected areas where private sector investment has been- or could be- an important source of funding. Further, the panelists will discuss the importance of private sector funding and the sensitive relationship between business and conservation.

**CLOSING PLENARY – ONE HOUR**

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<th>Section</th>
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<th>Opening Plenary Chair</th>
<th>Panel A Chair</th>
<th>Panel B Chair</th>
<th>Panel C Chair</th>
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<td>3) Closing Plenary</td>
<td>Lorenzo Rosenzweig, FMCN and RedLAC</td>
<td>Richard Leakey</td>
<td>Murphy Morobe</td>
<td>Marianne Guerin-McManus</td>
<td>Pedro Leitão</td>
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The closing plenary will include each of the chairs from the opening plenary and the concurrent panels. The panel chairs will give a brief summary of their discussions. Following this, Mr. Rosenzweig will lead a discussion to draw recommendations on establishing effective institutional arrangements for sustainably financing protected areas.

In light of the funding shortages facing many protected areas, lessons will be drawn on how to target available resources more effectively by structuring and operating protected area systems as well as administrative/financial arrangements, so as to increase funding flows and strengthen management efficiency.
IV. OUTPUTS
Each speaker is expected to submit a short paper in advance addressing the key issues mentioned above and following specific guidelines. The papers will be handed out to participants at the congress, and will also be included in the proceedings of the session along with relevant support information. It is expected that this exchange of information will result in collaboration between the session participants and other institutional actors.

V. NOMINATIONS
The Latin American and Caribbean Network of Environmental Funds (Red de Fondos Ambientales de Latinoamérica y el Caribe - RedLAC), with support from Conservation International and Wildlife Conservation Society, is inviting and nominating speakers. Candidates will be selected in such a way as to ensure broad geographic representation.

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