



## CONVENTION ON BIOLOGICAL DIVERSITY

Distr.  
GENERAL

UNEP/CBD/COP/8/INF/21  
20 January 2006

ORIGINAL: ENGLISH

---

### CONFERENCE OF THE PARTIES TO THE CONVENTION ON BIOLOGICAL DIVERSITY

Eighth meeting  
Curitiba, Brazil, 20-31 March 2006

#### **OPTIONS ON MEANS TO STRENGTHEN THE USE OF INNOVATIVE MECHANISMS TO DEVELOP PUBLIC-PRIVATE PARTNERSHIPS TO PROMOTE PRIVATE INVESTMENTS OF SUSTAINABLE PROJECTS IN PROTECTED AREAS**

#### **I. INTRODUCTION**

1. In paragraph 3 (c) of recommendation 1/2 of its first meeting, the Ad-Hoc Open Ended Working Group on Protected Areas requested the Executive Secretary “to explore options, and report to the Conference of the Parties at its eighth meeting, on means to strengthen the use of innovative mechanisms to develop public-private partnerships to promote private investments of sustainable projects in protected areas, in cooperation with the international financial institutions.” In response to this request the Executive Secretary prepared this note synthesizing information concluded from case studies and examples taken from websites of various international organizations and financing institutions, as well as published reports on public-private partnerships and the mechanisms thereto to facilitate public-private partnerships.

2. The public sector is comprised of governments in general or their sub-sectors, corporations and boards under governmental control and local governing bodies such as cooperatives. Whereas the private sector covers entities which are not operated by the state, such as businesses, corporations, households, non-governmental organizations, international or non-profit organizations, and financing institutions. A public-private partnership is a venture between two or more specific parties of each sector for the provision of infrastructure or a service that is built on the expertise of each partner as well as the appropriate allocation of resources, risks and rewards<sup>1</sup>. Most importantly, the major benefit of a public-private partnership is shared expenditure for the conservation of natural resources and biodiversity. As a result of globalization, public-private partnerships have allowed more funding of protected areas all over the world. However, before exploring the options to strengthen the mechanisms it is important to identify mechanisms that are responsible for successful public – private partnerships in protected areas in the first instance.

---

<sup>1</sup>/ “What is a Public-Private Partnership?” on the Public-Private Partnership (P3) Office of Industry Canada’s website at: [[http://strategis.ic.gc.ca/epic/internet/inpupr-bdpr.nsf/en/h\\_qz01546e.html](http://strategis.ic.gc.ca/epic/internet/inpupr-bdpr.nsf/en/h_qz01546e.html)] Last Updated: November 17, 2003. Accessed: August 17, 2005.

/...

3. Section II describes the methodology used in the compilation of information and format of presentation of information synthesized from case studies on successful protected area projects involving public-private partnership. Section III describes the most common mechanisms identified for successful public private partnerships in protected areas. In section IV conclusions on the major mechanisms that facilitate the partnership as well as the factors/ means that affect the mechanism are presented. The case studies are summarized in tabular form. It is important to note that this report is not a complete representation of mechanisms that relates to public-private partnerships in protected areas.

## II. METHODOLOGY USED IN THE COMPILATION OF INFORMATION ON MECHANISMS TO FACILITATE PUBLIC-PRIVATE PARTNERSHIPS

4. The mechanisms to facilitate public-private partnerships are concluded from examination of 46 case studies and examples taken from a variety of websites, such as international organizations and financing institutions, as well as published reports. These case studies and examples are numbered in serial order and briefly described in Tables 2, 3 and 4, below in accordance with the private partner involved:

- Table 2: Private-Public Partnerships with Conservation Organizations and/or NGOs (examples 1-23);
- Table 3: Public-Private Partnerships with Corporations (examples 24-34);
- Table 4: Public-Private Partnerships with Financing Institutions (examples 35-46);

5. The above tables are divided into the flowing columns, with each row representing one case study or example:

- Column 1: **Example number, name of the country and region, and reference number:** In this column the number of the case study, its geographical location, and corresponding reference number are described. References are listed in numerical order at the end along with websites;
- Column 2: **Public-private partnerships:** Names of the public and private partners of the case study are given in this column. In addition, if, the amount of funding provided by private organization is also given information is available;
- Column 3: **Description:** Brief description of the case study is given in this column; and
- Column 4: **Identified mechanisms:** In this column, identified mechanisms to facilitate that facilitate the partnership arrangement and/or success of the project are described. Identified mechanisms are listed in no particular order.

6. It should be noted that only in a few case studies the mechanisms for developing public-private partnerships have been explicitly mentioned. In the other case studies such mechanisms have been identified after thoroughly going through the case study. The amount of funding provided to the public partner, indicated in column 2 of the Tables 2,3 and 4 depends on the source or reference. In general, the conservation organizations did not usually mention the funding but for corporations and especially financing institutions funding is a major issue and therefore almost always given.

### III. THE MOST COMMON MECHANISMS IDENTIFIED FOR SUCCESSFUL PUBLIC PRIVATE PARTNERSHIPS IN PROTECTED AREAS

7. From the 46 case studies examined, 10 mechanisms, listed in Table 1 below, were identified in more than one case study. The mechanisms contribute two aspects of implementation: the first is to facilitate the public-private partnership and the second is to ensure the successful operation of the project. Ultimately, the mechanism to facilitate the partnership results in the efficient implementation of the project as well.

*Table 1 Identified mechanisms in the case studies that facilitated implementation of sustainable projects in protected areas in order of frequency*

<b>Mechanisms</b>	<b>Number of case studies</b>
Strengthening local partner institution by developing and building management and monitoring capacity	22
Assessing, developing, and implementing case specific practices to ensure effective management of protected areas	14
Involving the local people in the management	12
Providing partner institution with long term support to ensure sustainable use of resources	12
Facilitating collaborative management with all key stakeholders to ensure the protection and management of protected areas	10
Enlisting partner(s) with a high level of interest in developing sustainable resource management	9
Ensuring involvement of diverse partner organizations for the development, and implementation of management plans	7
Ensuring implementation of open, collaborative and precautionary principles in the partnership process to entrench opponents to work together	6
Ensuring concessions to partner institution's sustainable activities by increasing their economic opportunities	6
Introducing appropriate legal and regulatory frameworks to ensure the sustainable use and management of resources	5

8. “Strengthening local partner institution by developing and building management and monitoring capacity” is by far the most common mechanism identified to successfully implement a public-private partnership. In many examples the private organization equips the public institution, usually the management agency of a specific protected area, by developing and training them with case specific management and monitoring techniques (examples 1, 8, 9, 15, 16, 18, 19, 20, 23, 27, 36, 40, 41 43, 44, 45, and 46). In some cases where the public partner is a community association or cooperative, the private partner is a conservation organization who equips the community association to manage the areas in a sustainable manner (examples 5, 10, 11, 14, and 17).

9. “Assessing, developing, and implementing case specific practices to ensure effective management of protected areas” is another identified common mechanism to ensure the success of the project in examples 1, 2, 14, 16, 21, 25, 31, 32, 35, 37, 43, 44, 45, and 46.

10. In examples 2, 8, 14, 19, 20, 27, 37, 39, 43, 44, 45, and 46 the common mechanism identified is “involving the local people in the management process”.

11. “Providing partner institution with long term support to ensure sustainable use of resources” is a mechanism to facilitate the partnership agreement (examples 5, 23, 25, 27, 30, and 36). Several conservation organizations and corporations have worked with their public partner for over 10 years and continue to support them on a daily basis (15, 16, 17, 18, 19, and 42).

12. The “collaborative management approach” is another identified mechanism that ensured the success of a sustainable project in a protected area (examples 1, 3, 4, 12, 18, 21, 26, 36, 38, and 42). The collaborative management approach entails that all key stakeholders public as well as private, of the region, even though they are not part of the partnership, are consulted before the project is implemented and that all major concerns are addressed and mitigated.

13. “Enlisting partner(s) with a high level of interest in developing sustainable resource management” is a mechanism to facilitate the partnership arrangement because both partners have the same goal before the agreement is determined. In examples 4, 5, 8, 10, 11, and 22, conservation organizations are sought out by the local people or government to implement projects that they cannot accomplish on their own; in these cases the private party empowers the local governing body as well. In examples 30 and 32 the corporation sought out a private organization with the same objective to fulfill their sustainable resource management goals. In example 36, the government formed an alliance with multiple financing institutions to accomplish its goal.

14. “Ensuring involvement of diverse partner organizations for the development, mitigation and implementation of management plans” is a mechanism to ensure the success of the project in examples 26, 28, 29, 33, 35, 39, and 41. In these cases the private partner, a corporation or financing institution, ensures that it has another partnership or alliances with one or more private organizations, such as NGOs and conservation organizations, to ensure that the project can be implemented according to the required standards.

15. “Ensuring implementation of open, collaborative and precautionary principles in the partnership process to entrench opponents to work together” is a mechanism in examples 4, 10, 12, 22, 31, and 44 to ensure that the partnership remains intact during the implementation of the project.

16. “Ensuring concession to partner institution’s sustainable activities by increasing their economic opportunities” is a mechanism identified to facilitate the partnership arrangement. In examples 6, 7, 13, 24, and 30, the private partner assists the public partner to sell the product, thereby increasing their income as well as stakes for its sustainable use. In example 33, the corporation helped the private partner develop sustainable agriculture before increasing their economic opportunities.

17. “Introducing appropriate legal and regulatory framework to ensure the sustainable use and development of resources” is another identified mechanism to facilitate successful partnership because it ensures that mitigation measures is taken when a corporation exploits new territories (examples 28, 29, 31, 32, and 34).

#### **IV. OPTIONS/ MEANS THAT STRENGTHEN THE MECHANISMS**

18. For the implementation of a public-private partnership there are several important parameters to be met: the requirements of the partnership should be clearly outlined; the goals or desired results should be identified; and the participation of each partner in the implementation should be reinforced.

19. Bearing these criteria in mind, from the case studies examined, five mechanisms that have potential to develop public-private partnerships to promote private investments of sustainable projects in protected areas have been identified that facilitate the implementation of the public-private partnership:

a. **“Strengthening local partner institution by developing and building management and monitoring capacity”**: This mechanism defines the requirements of the partnership;

b. **“Introducing appropriate legal and regulatory framework to ensure the sustainable use and management of resources”**: This is a mitigation measure put in place by the government and clearly states the requirements of the partnership;

c. **“Enlisting partner(s) with a high level of interest in developing sustainable resource management”**: In this mechanism both partners already have the same goal or desired results before the partnership is arranged;

d. **“Providing partner institution with long term support to ensure sustainable use of resources”**: This mechanism reinforces the participation of the private partner; and

e. **“Ensuring implementation of open, collaborative and precautionary principles in the partnership process to entrench opponents to work together”**: This mechanism reinforces the participation of both partners to facilitate the implementation of the project.

20. Mechanisms to facilitate a public-private partnership depend on the type of partnership; for instance the most prominent mechanism (a), rarely appeared in Table 3 , but is very common among conservation organizations and financing institutions. On the other hand, mechanism (b) only applies to corporations who are exploiting a previously untouched resource. Mechanism (c) can be found in all three categories of private partners, but not with equal representation. Mechanism (d) is not found in Table 4 (financing institutions), but is common in partnerships with conservation organizations and less common with corporations. The last mechanism (e) can be found in all three tables but is most common for conservation organizations.

21. It is some times difficult to differentiate mechanisms and options / means to strengthen those mechanisms. For example the identified mechanism “introducing appropriate legal and regulatory framework to ensure the sustainable use and management of resources” could very well be an option also for strengthening public- private partnership. Appropriate national laws, conducive policy environment incorporating transparency and accountability measures, participation of all stakeholders, *inter alia* are means to strengthen mechanisms to develop public private partnerships to promote private investments in protected areas.

## EXAMPLES OF PUBLIC-PRIVATE PARTNERSHIPS FOR SUSTAINABLE PROJECTS IN PROTECTED AREAS

*Table 2: Public-private partnerships with conservation organizations and NGOs*

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Brief description</b>	<b>Mechanisms to facilitate implementation</b>
<u>Example 1</u>  Malawi: Liwonde National Park  <i>Reference 1</i>	Department of National Parks and Wildlife (DNPW), Malawi — Justerni and Brooks Care for the Rare	In 1993, Justerni and Brooks Care for the Rare, supported reintroduction of eighth rhinos into the Liwonde National Park, and continued to support the park with fencing, firebreaks and road network maintenance. After the success of the rhinos, DNPW introduced more game into the park, including: zebras, buffalo, hartebeests and roan antelopes.	- Three main institutional arrangements implemented by the DNPW to attract private investments to benefit protected areas: 1. Award management concessions to private operators 2. Facilitate collaborative management with all key stakeholders 3. Ensure local government as the sole manager of protected areas
	Department of National Parks and Wildlife (DNPW ), Malawi — Central African Wilderness Safaris (CAWS)	In 1994, CAWS was given concession to manage and run Mvuu lodge for a period of 10 years. CAWS had been involved in many activities including: the day-to-day maintenance of the rhino sanctuary; the maintenance of roads; building a primary school for local communities; and construction of a maize mill. In June 2002, CAWS handed over to the DNPW 10 chalets worth about \$10,000.00 US and a canteen, which are in full use at the park.	Other identified mechanisms include: - Assess, develop, and implement case specific practices to ensure effective management of protected areas - Strengthen local partner institution by developing and building management and monitoring capacity
<u>Example 2</u>  Madagascar: adjacent to the Bemaraha National Park  <i>Reference 2</i>	The Bemaraha National Park management— WWF	WWF with the objective of development of ecotourism as an alternative to slash-and-burn and illegal trade in plants and animals, poverty alleviation and mobilizing the private sector,. established a partnership with park management, the local tourism professionals and the villagers for effective management of the park.	- Involvement of the local people in the management process - Assess, develop, and implement case specific practices to ensure sustainable management of land
<u>Example 3</u> Gabon (Woleu-	Governments of Gabon,	WWF's vision for Minkebe is to protect a large forest core (6000	- Facilitate transborder collaborations, example: joint

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Brief description</b>	<b>Mechanisms to facilitate implementation</b>
Ntem and Ogoouï-Ivindo) Cameroon, and Congo: the Minkebe Conservation Project  <i>Reference 3</i>	Cameroon and Congo—WWF	km <sup>2</sup> ) to serve as a stronghold for wildlife, in an area undisturbed by human activity. The periphery of this core (30,000 km <sup>2</sup> and even more) shall be managed with the active involvement and collaboration of major resource users: logging companies, local communities, small-scale gold miners.	collaboration of the Djoua headwaters (Congo and Gabon) - Facilitate collaborative management with all key stakeholders to ensure the protection and sustainable use of protected areas, (example: joint mission with the Water and Forest Ministry in Cameroon and villages in Dja and Minkebe, Cameroon, to stop elephant poaching)
<u>Example 4</u>  The United States: the Tortugas Ecological Reserve in Florida  <i>Reference 4</i>	A working group of 26 local representatives—WWF	A committee of 26 local people representing a wide range of interests, including commercial, and recreational, was set up to design the Marine Protected Area(MPA) from scratch, guided by a neutral facilitator (WWF). With information from scientists and experts the working group was able to find common ground and established a MPA that everybody could live with and benefit from.	- Enlist a partner with a high level of interest in developing sustainable resource management - Facilitate collaborative management with all key stakeholders to ensure the protection and sustainable use of protected areas - Ensure open, collaborative and precautionary principals are employed in the partnership process to entrench opponents to work together
<u>Example 5</u>  Gabon: the Gamba Complex of Protected Areas  <i>Reference 5</i>	Local fishermen's Association for the Ndougou Department (APDN)—WWF	WWF supported a local fishermen's association, in managing illegal fishing, and to eventually assist not only in the conservation of their aquatic resources, but also to create sustainable employment and nourishment for the local population of the Gamba Complex.	- Enlist a partner with a high level of interest in developing sustainable resource management - Strengthen local partner institution by developing and teaching management and monitoring capacity - Provide partner institution with long term support to ensure sustainable management of resources continues to evolve
<u>Example 6</u>  Guatemala: Maya Biosphere Reserve	Management and Conservation Organization (OMYC) for the residents of	With WCS help OMYC has won a 25-year concession from the government to allow the Uaxactun community to continue its sustainable	- Ensure concession of partner institution's sustainable activities by increasing their economic opportunities

<b>Example number;</b> <b>Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Brief description</b>	<b>Mechanisms to facilitate implementation</b>
<i>Reference 7</i>	Uaxactun—Wildlife Conservation Society (WCS)	activities in the forest. These activities represent a renewable (and substantial) income source for the local people, to increase livelihood security and stake for conservation.	- Ensure concession of stakeholders' sustainable activities by obtaining governmental support
<u>Example 7</u> Guatemala: Maya Biosphere Reserve <i>Reference 7</i>	The Association of Forest Communities of Peten (ACOFOP)—(WCS)	The ACOFOP comprises a partnership of 19 communities with some 437,597 hectares of forest under their collective management representing the world's largest area of certified forest, by the Forest Stewardship Council, under community control.	- Ensure concession of partner institution's sustainable activities by increasing their economic opportunities - Ensures concession of stakeholders' sustainable activities and management by providing certification.
<u>Example 8</u> Cameroon: UNESCO Biosphere Reserve, Waza-Logone floodplain <i>References 8 &amp; 9</i>	Biosphere park management—The Committee for the Support of Conservation and Sustainable Development Initiatives (CACID), a Cameroonian environmental NGO	The floodplain was nearly destroyed by the construction of the large hydroelectric dam in 1979. In 1992, CACID rallied stakeholders to promote re-emergence of the wetlands through sound natural resource management and small-scale eco-development that has not only succeeded in restoring the ecological fabric of the floodplain, but has also brought opportunities to generate sustainable income from fishing, agriculture and ecotourism for the local people.	- Enlist a partner with a high level of interest in developing sustainable resource management - Involve the local people in the management process - Strengthen local partner institution by building management and monitoring capacity
<u>Example 9</u> Kenya: The Il Ngwesi Community Conservation Area (INCCA) <i>References 8 &amp; 11</i>	the Kenya Wildlife Service - Management Committee of the Il Ngwesi Group Ranch	In 1996, the Il Ngwesi Lodge opened, with aid from the Kenya Wildlife Service, switching the community's income from cattle grazing to ecotourism, which has proven much more economically profitable and has restored the land which was once heavily degraded.	Strengthen local partner institution by building management and monitoring capacity
<u>Example 10</u> Madagascar: The Manambolo valley located	Fikambana'ny Terak'i Manambolo (FITEMA) or the Association	WWF acted as the intermediary between the FITEMA and the Department of Water and Forests (DWF). FITEMA was able to reintroduce traditional	- Strengthen local partner institution by developing and teaching management and monitoring capacity - Enlist a partner with a high

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Brief description</b>	<b>Mechanisms to facilitate implementation</b>
between the Andringitra National park and the Ranomafana national park  <i>References 8 &amp; 12</i>	of Manambolo Natives— WWF	forest practices of the <i>Dina</i> system, used 150 years ago. One thousand hectares of government forestland has been legally transferred to local residents to manage independently.	level of interest in developing sustainable resource management - Ensure open, collaborative and precautionary principals are employed in the partnership process to entrench opponents to work together
<u>Example 11</u>  Malaysia: the state of Sarawak on the island of Borneo  <i>References 8 &amp; 13</i>	The Uma Bawang Residents' Association (UBRA)—The Borneo Project and Sahabat Alam Malaysia	The UBRA is a democratic community association. With the aid of two NGOs, UBRA members learnt how to survey and create maps, which was used to legally defend the community's borders in court, ensuring a land base on which they can conserve sustainably subsist.	- Enlist a partner with a high level of interest in developing sustainable resource management - Strengthen local partner institution by developing and teaching management and monitoring capacity
<u>Example 12</u>  Colombia: Cabuyal watershed  <i>References 8 &amp; 17</i>	Inter-institutional consortium for sustainable agriculture in hillsides (CIPASLA): an alliance between 16 organizations (government and non-government) and the community.	In the 1990s a senior official with Colombia's national agency for integrated rural development, became concerned over the lack of co-ordination among various public and private development agencies. Subsequently a blueprint for the CIPASLA was defined. It brought together key stakeholders to develop a common agenda for the sustainable management of the watershed's natural resource base. This included educating local farmers on various conservation methods, including organic agriculture, land erosion, etc. In addition, many community level programs were set up such as small loans and monitoring of resources.	- Facilitate collaborative management with all key stakeholders to ensure the protection and sustainable use of land - Ensure open, collaborative and precautionary principals are employed in the partnership process to entrench opponents to work together
<u>Example 13</u>  Mexico: Chiapas  <i>References 8 &amp; 18</i>	The Union Ejidos de la Selva, an indigenous community	The Union represents growers and millers who produce organic coffee in a manner that values the farm as an ecosystem. Together, the Union	Ensure concession of partner institution's sustainable activities by increasing their economic opportunities

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Brief description</b>	<b>Mechanisms to facilitate implementation</b>
	association— Vinculo y Desarrollo, NGO	and the NGO, have developed a successful retail chain of coffee shops, Café de la Selva, which now has 18 outlets in Mexico, Europe and the United States.	
<u>Example 14</u>  Belize: Glover’s Reef Marine Reserve  <i>Reference 19</i>	Local fishing cooperatives— Wildlife Conservation Society and collaborators	WCS manages, protects, educates, and conducts research on the reserve in collaboration with local fishing cooperatives, including: a fisheries data collection project, a socio-economic monitoring program, and extensive field monitoring programs to evaluate the effects of reserve management.	<ul style="list-style-type: none"> <li>- Involve the local people in the management process</li> <li>- Assess, develop, and implement case specific practices to ensure sustainable development of protected areas</li> <li>- Strengthen local partner institution by developing and teaching management and monitoring capacity</li> </ul>
<u>Example 15</u>  Guatemala: Maya Biosphere Reserve  <i>Reference 20</i>	The Guatemalan Park Service (CONAP) — Wildlife Conservation Society and USAID	Since 1992, WCS has assisted the CONAP in the sustainable management of the Maya Biosphere Reserve with funding from USAID for biological monitoring of the reserve’s ecological integrity. WCS researchers conduct surveys of wide-ranging “landscape species”, including jaguars, tapir, white-lipped peccaries and scarlet macaws, to quantify the impact of threats including habitat loss and poaching.	<ul style="list-style-type: none"> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> <li>- Strengthen local partner institution by developing and teaching management and monitoring capacity</li> </ul>
<u>Example 16</u>  Brazil: the Mamirauá and Amanã Sustainable Development Reserves  <i>Reference 21</i>	Instituto de Desenvolvimento Sustentável Mamirauá, (IDSM)— Wildlife Conservation Society	WCS staff conducted and implemented a management plan for the reserve including an ecotourism project. As a result, over the last decade, education, health and income opportunities for the communities within the reserves have improved dramatically. WCS provides technical support to the reserves’ managers IDSM, including helping them design and conduct wildlife surveys so that sustainable quotas may be	<ul style="list-style-type: none"> <li>- Assess, develop, and implement case specific practices to ensure sustainable development of protected areas</li> <li>- Strengthen local partner institution by developing and building management and monitoring capacity within local communities</li> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> </ul>

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Brief description</b>	<b>Mechanisms to facilitate implementation</b>
		set.	
<u>Example 17</u>  Bolivia: Kaa-Iya del Gran Chaco National Park  <i>Reference 22</i>	Isoseño Guaraní indigenous organization CABI (three indigenous peoples: the Isoseño Guaraní, Chiquitano, and Ayoreode)—Wildlife Conservation Society and partners	Since 1991, WCS has worked with CABI for the creation of the national park (1995). WCS now supports CABI in administering the vast protected area and in promoting biodiversity conservation and the sustainable use of natural resources (wildlife, fish, forestry resources, water resources, rangelands). WCS research focuses on landscape and endangered species, including jaguars and wolves.	<ul style="list-style-type: none"> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> <li>- Strengthen local partner institution by developing and teaching management and monitoring capacity</li> </ul>
<u>Example 18</u>  Bolivia: lowlands of Madidi  <i>Reference 23 &amp; 46</i>	Government of Bolivia—Wildlife Conservation Society (annual operating budget of \$550,000 US)	Since 1990, WCS has three main objectives for the Madidi region, which revolves around participatory management: 1. Long-term protection of key species; 2. Sustainable natural resource management initiatives with local partners; and 3. Land-use planning for landscape-scale conservation success.	<ul style="list-style-type: none"> <li>- Facilitate collaborative management with all key stakeholders to ensure the sustainable management of land</li> <li>- Strengthen local partner institution by developing and teaching management and monitoring capacity</li> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> </ul>
<u>Example 19</u>  Indonesia: Lore Lindu National Park on the island of Sulawesi  <i>Reference 24 &amp; 25</i>	Indonesian Government and Park management — The Nature Conservancy	Since 1992, the Conservancy has been working with the Indonesian government to improve the conditions of the park. The Conservancy is now working with the park authority to develop a 25-year management plan for the area that will encourage a sustainable balance between biological and cultural conservation and economic development. To date (2001), the team has completed consultations in six villages near the park.	<ul style="list-style-type: none"> <li>- Strengthen local partner institution by developing and building management and monitoring capacity</li> <li>- Involve the local people in the management process</li> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> </ul>
<u>Example 20</u>	The government	Through the Osa Campaign	- Involve the local people in

<b>Example number;</b> <b>Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Brief description</b>	<b>Mechanisms to facilitate implementation</b>
Costa Rica: the Osa Conservation Area  <i>Reference 26</i>	of Costa Rica—The Nature Conservancy, Conservation International, and the Costa Rica-USA Foundation (total funding \$32.5 million US)	these partners are working to conserve biodiversity of the Osa conservation area by strengthening national parks, creating biological corridors between them, establish a comprehensive protection program for marine and coastal resources, and involving local communities in conservation efforts.	the management process - Strengthen local partner institution by developing and building management and monitoring capacity
<u>Example 21</u>  Indonesia: East Kalimantan province on the island of Borneo  <i>Reference 27</i>	Local and national governments of Indonesia and a local university—The Nature Conservancy (and the local private sector as well as local communities)	The Nature Conservancy is working to help improve forest management practices through innovative, cutting-edge strategies, including: third-party certification of sustainable timber (timber industry); buying timber rights to critical orangutan habitat; and, working with the government and a local university to permanently change the legal status of the land.	- Assess, develop, and implement case specific practices to ensure sustainable development of land - Facilitate collaborative management with all key stakeholders to ensure the sustainable management of land
<u>Example 22</u>  Colombia  <i>Reference 43</i>	Regional governmental agencies of Colombia—the Network of Private Nature Reserves in Colombia (composed of NGO's, private farmers and landowners, community organizations and agricultural cooperatives)	The objective of the nonprofit, private Network is to consolidate nature reserves as areas for conservation, sustainable production, and ultimately, the enrichment of Colombian society. The Network has been called upon to assist regional government agencies in incorporating private reserves in watershed management plans. The Network is exploring the idea with the Los Farallones de Cali National Park management on the value of adding private reserves to park management.	- Ensure open, collaborative and precautionary principals are employed in the partnership process to entrench opponents to work together - Develop a strong communications program to keep members united and well-informed - Enlist a partner with a high level of interest in developing sustainable resource management
<u>Example 23</u>  Belize: Cockscomb Basin	Government of Belize—Wildlife Conservation Society and	WCS-Belize works closely with the Belize government on national initiatives with a focus on biodiversity planning and	- Strengthen local partner institution by developing and building management and monitoring capacity

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Brief description</b>	<b>Mechanisms to facilitate implementation</b>
Wildlife Sanctuary (CBWS)  <i>Reference 45</i>	Belize Audubon Society	policy strategies. This also entails collaboration with local NGOs, protected area planning (both government and private), and capacity building. A long-term focus as of 1990 has been linking habitat corridors throughout Belize.	- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve

**Table 3: Public-private partnerships with corporations**

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
<u>Example 24</u>  Brazil: Amazon Basin, Boca do Acre (State of Amazonas)  <i>References 8 &amp; 15</i>	Three rubber producers' associations — EcoMercado a shop specialized in ecological products, and AmazonLife Company	The sustainable production method of rubber tapping called Tree tap is employed over 900,000 ha of forests, but rubber producers' associations found it hard to find equitable buyers for the rubber. EcoMervado bought the rubber by contract, turned it into products and found markets for them. Today, the communities work in 32 production units within the forest and can produce and sell 40,000 sheets of wild rubber laminates per year at ten times the previous price.	- Ensure concession of partner institution's sustainable activities by increasing their economic opportunities
<u>Example 25</u>  Cuba: the Cauto River Basin, province of Granma  <i>References 8 &amp; 16</i>	Government of Cuba— Bayamo Forest Company	After earlier failed attempts to restore the basin, the Government of Cuba assigned the restoration to the Bayamo Forest Company. Bayamo initiated restoration by putting individual families in charge of reforestation 12 to 25 ha plots for 30 years and encouraged them to stay and maintain the land by building homes for them with power efficient stoves. In addition, Bayamo now supports the Government of Cuba in the management of natural resources and restoration projects.	- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve - Assess, develop, and implement case specific practices to ensure sustainable development of land
<u>Example 26</u>  South Africa: Mogalakwena in the Limpopo Province  <i>Reference 28</i>	National, provincial and municipal governments including the Mogalakwena Municipality— Hewlett-Packard (HP)	The Mogalakwena municipality aims to improve their economic standing including a sustainable livelihoods program with solutions for water, sanitation, waste and recycling management. HP is working with governments at all levels to jointly develop a system of partnerships with independent local and international third	- Facilitate collaborative management with all key stakeholders to ensure the sustainable management of land - Enlist or ensure that diverse partner organizations are employed for the development, mitigation and implementation of a sustainable management plan

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
		parties to help address Mogalakwena's challenges.	
<u>Example 27</u>  Nigeria: the Niger Delta  <i>Reference 29 &amp; 30</i>	Local community-based organizations, and government departments—The Shell Petroleum Development Company of Nigeria Limited (SPDC) division of Royal Dutch Shell plc.	With the advice from NGOs, SPDC decided to change its approach—from community assistance to community development, including: helping communities to help themselves to be more sustainable; adopting a participatory approach to the implementation of community projects; working in partnership with others; and adopting an open and consultative way of working. From 2003-2005, SPDC annual contribution to this region was \$30, \$25 and \$14 million per year.	<ul style="list-style-type: none"> <li>- Involve the local people in the management process</li> <li>- Strengthen local partner institution by developing and building management and monitoring capacity</li> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> </ul>
<u>Example 28</u>  Cameroon: the Campo Reserve and the Mbam Djerem region  <i>Reference 31</i>	Government of Cameroon—ExxonMobil, Petronas, and Chevron and the World Bank (total funding \$3.5 million US)	To offset the construction of a pipeline several compensation measures were taken, including: the creation of an environmental foundation (known as the Foundation for Environment and Development in Cameroon, FEDEC); the creation and management of two new national parks; and an “Indigenous People’s Plan” providing long-term benefits to the Pygmy population affected by the project.	<ul style="list-style-type: none"> <li>- Introduce appropriate legal and regulatory framework to ensure the sustainable use and development of resources</li> <li>- Enlist or ensure that diverse partner organizations are employed for the development, mitigation and implementation of a sustainable management plan</li> </ul>
<u>Example 29</u>  The United States: The Inland Sea Shorebird Reserve in Utah  <i>Reference 31</i>	The United States government—Kennecott Utah Copper Corporation, Rio Tinto	Kennecott was required by U.S. law to offset, or mitigate the loss of wetlands by creating an agreed number of valued habitat units. Going beyond, Kennecott created a 2,500-acre shorebird and waterfowl refuge. A wetland mitigation plan establishing Kennecott’s obligations was created with the aid of Utah Division of Wildlife Resources, U.S. Fish and Wildlife Service, the Nature	<ul style="list-style-type: none"> <li>- Introduce appropriate legal and regulatory framework to ensure the sustainable use and development of resources</li> <li>- Enlist or ensure that diverse partner organizations are employed for the development, mitigation and implementation of a sustainable management plan</li> </ul>

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
		Conservancy, etc.	
<u>Example 30</u>  Brazil: 8 districts in Pará and Praja Grande on the island of Marajo  <i>Reference 32</i>	Poverty and Environment in Amazonia Research and Development project (POEMA), cooperation between the Federal University of Para and local governments—Daimler Chrysler (\$1,4 million US)	The joint goal of Daimler Chrysler and POEMA was to make sustainable use of the region's existing natural resources. Through a research project, POEMA identified the use of coconut fibers in automobile headrests, then developed a low-technology production method for use by local populations, and conducted a pilot project. The success of the project led to its expansion. Daimler Chrysler not only increased its supply of headrests, it also ordered seat cushions; the company now saves 5% in overall production costs.	<ul style="list-style-type: none"> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> <li>- Ensure concession of partner institution's sustainable activities by increasing their economic opportunities</li> <li>- Enlist a partner with a high level of interest in developing sustainable resource management</li> </ul>
<u>Example 31</u>  Australia: the Karijini National Park and the Pilbara region  <i>Reference 33</i>	Western Australian government and Western Australian Department of Conservation and Land Management (CALM) — Hamersley Iron a fully owned subsidiary of Rio Tinto	Hamersley Iron and CALM agreed to cooperate to maintain the integrity of the Karijini National Park and to develop through research, management practices that support conservation (in the park and buffer zones), pastoral use, mineral production, and recreation. Their goal is to benefit as many stakeholders as possible through co-operative multiple land uses. The project to date has improved pastoral management practices in buffer zones and enhanced rehabilitation methods for abandoned mines.	<ul style="list-style-type: none"> <li>- Introduce appropriate legal and regulatory framework to ensure the sustainable use and development of resources</li> <li>- Assess, develop, and implement case specific practices to ensure sustainable development of protected areas</li> <li>- Ensure open, collaborative and precautionary principals are employed in the partnership process to entrench opponents to work together</li> </ul>
<u>Example 33</u>  Mexico, Colombia, Peru and Costa Rica: El Triunfo Biosphere Reserve in Chiapas, the	Local farmers' cooperatives— Starbucks Coffee Company, Conservation International (CI) the	Starbucks believes biodiversity must be protected, especially in coffee-growing regions located in some of the world's most sensitive areas; hence, Starbucks and CI created a partnership which encourages coffee farmers to use traditional	<ul style="list-style-type: none"> <li>- Ensure concession of partner institution's sustainable activities by increasing their economic opportunities</li> <li>- Enlist or ensure that diverse partner organizations are employed for the</li> </ul>

<b><u>Example number;</u></b> <b>Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
Serrania de los Paraguas nature reserve, and Tatama National Park  <i>Reference 35 &amp; 36</i>	Consumer 's Choice Council, the Rainforest Alliance, and the Smithsonian Migratory Bird Center	sustainable cultivation methods through their cooperative groups, such as the Coffee and Farmer Equity (C.A.F.E.) Practices. The principals of C.A.F.E. were developed in partnership with other agencies.	development, mitigation and implementation of a sustainable management plan, in this case sustainable agriculture
<u>Example 34</u>  The United States: Florida Everglades and Biscayne Bay  <i>Reference 37</i>	Florida International University (FIU)—RMC South Florida Inc (\$600,000 for five years)	As a mitigation measure of extracting aggregate, the Florida department of Environmental Protection required that a certain amount of land be donated by RMC to a specific third party. RMC decided instead to restore the land and set it up as an educational program on wetland restoration. RMC donated 1,105 acres of wetlands at the edge of the Everglades and Biscayne Bay to FIU coupled with a donation.	- Introduce appropriate legal and regulatory framework to ensure the sustainable use and development of resources

**Table 4: Public-private partnerships with financing institutions**

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
<u>Example 35</u>  Costa Rica: Mesoamerican biological corridor  <i>Reference 6</i>	Farmers' cooperatives— Small Grants Program of the United Nations Development Program and COVIRENAS groups	Farmers with limited resources were given small grants by their cooperatives to develop ecotourism businesses. This enabled them to conserve forests and rivers, keep their families on their land, and supplement their farming incomes. With the additional income many farmers are converting to organic agriculture and are planting crops that provide habitats for a diversity of species. UNDP is also funding COVIRENAS, local conservation associations, to aid the farmers.	<ul style="list-style-type: none"> <li>- Assess, develop, and implement case specific practices to ensure sustainable development of protected areas/land</li> <li>- Enlist or ensure that diverse partner organizations are employed for the development, mitigation and implementation of a sustainable management plan, in this case ecotourism</li> </ul>
<u>Example 36</u>  Comoros: Moheli Marine Park  <i>References 8, 10 &amp; 47</i>	The Comoros government— World Conservation Union (IUCN), United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), the Global Environmental Fund (GEF)	With the aid of the international organizations and financing institutions, the Comoros government, in consultation with all key stakeholders, was able to establish the Moheli Marine Park. Moheli has now seen a doubling of revenues for local fisher folk, protection of 45 green turtle breeding beaches, and a halt to destructive reef fishing practices. Furthermore, UNDP, UNEP and IUCN provide financial support and technical assistance to train new 'ecoguards'. The annual budget of the park is \$582, 000 US.	<ul style="list-style-type: none"> <li>- Facilitate collaborative management with all key stakeholders to ensure the protection and sustainable use of protected areas</li> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> <li>- Enlist partners with a high level of interest in developing sustainable resource management</li> <li>- Strengthen local partner institution by developing and building management and monitoring capacity</li> </ul>
<u>Example 37</u>  People's Republic of Bangladesh: Sundarbans Reserve Forest (SRF) and the five districts of Khulna, Satkhira,	The Forest Department— Asian Development Bank (\$37 million US of the project costs over a period of 8	The project introduced a modern management system that involve all key stakeholders, and take a participatory approach to community development in the impact zone (five districts), to achieve long-term sustainable use and conservation of the SRF	<ul style="list-style-type: none"> <li>- Assess, develop, and implement case specific practices to ensure sustainable development of protected areas</li> <li>- Involve the local people in the management process</li> </ul>

<b>Example number; Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
Bagerhat, Pirojpur and Barguna  <i>Reference 38</i>	years)	and the impact zone with its 3.5 million inhabitants. About 50% of the beneficiaries in the impact zone are women.	
<u>Example 38</u>  Cambodia  <i>Reference 39</i>	Ministry of Agriculture, Forestry and Fisheries— Asian Development Bank (\$980,000 US entire project)	The project's goal is sustainable forest management, non-destructive forest utilization and forest protection carried out with participation of the private sector and/or communities. The Project will pay particular attention to non-timber forest products being used by ethnic minorities living in/or adjacent to forest areas.	- Facilitate collaborative management with all key stakeholders to ensure the protection and sustainable use of land
<u>Example 39</u>  Indonesia: Aceh Besar and Banda Aceh districts in the Province of Naggroe Aceh Darussalam  <i>Reference 40</i>	Ministry of Marine Affairs & Fisheries— Asian Development Bank (\$1.5 million US entire project)	The principal objective of the project is to raise incomes of poor coastal communities by rehabilitating and sustainably managing coral reef and mangrove resources damaged by the December 2004 tsunami. To ensure sustainability and to achieve social objectives of the Project, local communities and NGOs will be involved. As of March 2005 the initial fact finding mission was completed.	- Enlist or ensure that diverse partner organizations are employed for the development, mitigation and implementation of a sustainable management plan.  - Involve the local people in the management process
<u>Example 40</u>  Brazil: 5 parks in Vale do Ribeira & 1 park in Ilhabela, Sao Paulo  <i>Reference 41</i>	Secretariat for the Environment— Inter-American Development Bank (\$9 million US of the project)	The aim of the project is to develop the tourism infrastructure within selected State Parks: 6 eco-tourism centers and associated infrastructure will be constructed including ecolodges, restaurants, recreation, utilities, park headquarters, and trails.	- Strengthen local partner institution by developing and teaching management and monitoring capacity, in this case ecotourism
<u>Example 41</u>  Panama: The Darien National Park  <i>Reference 42</i>	Governments— Japanese Trust Fund at the Inter-American Development Bank (\$750,000 US of the project)	The goal was to create a sustainable framework for the protection and management of natural resources, improve the quality of life of Darien communities, and strengthen public and civil society institutions and organizations.	- Strengthen local partner institution by developing and teaching management and monitoring capacity - Enlist or ensure that diverse partner organizations are employed for the development, mitigation and

<b><u>Example number;</u></b> <b>Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
	costs)	The project included participation of local NGOs and indigenous community leaders. The project has thus far made significant progress in the rationalization of land use and measurable progress in poverty reduction.	implementation of a sustainable management plan
<p><u>Example 42</u></p> <p>Republic of Ecuador: Galapagos Marine Reserve</p> <p><i>Reference 44</i></p>	<p>The Ministry of the Environment, the Galapagos National Park Directorate and the Municipalities of Puerto Ayora, Puerto Baquerizo Moreno and Puerto Villamil—the Inter-American Development Bank (\$10.4 million US over 25 years) and the Charles Darwin Foundation</p>	<p>The general objective of the program is to reverse the process of environmental degradation in the Galapagos Islands, including: supporting effective implementation of the management plan with all key stakeholders; laying the groundwork that will enable the Galapagos municipalities to gain access to financing for environmentally-friendly management services; and strengthen coordination capacity.</p>	<ul style="list-style-type: none"> <li>- Facilitate collaborative management with all key stakeholders to ensure the protection and sustainable use of protected areas</li> <li>- Provide partner institution with long term support to ensure sustainable management of resources continues to evolve</li> </ul>
<p><u>Example 43</u></p> <p>Senegal: four distinct areas representing the major Senegalese ecosystems</p> <p><u>Project title:</u> <i>Integrated Ecosystem Management of Four Representative Landscapes</i></p>	<p><u>Executing agency:</u> Ministry of Environment and Ministry of Fisheries</p> <p><u>Implementing agency:</u> UNDP</p> <p><u>GEF financing:</u> \$10.07 million US</p> <p><u>Co-financing partners:</u></p>	<p>The project has 3 major objectives: 1. The creation of protected areas and buffer zones that are jointly managed with communities; 2. The establishment and promotion of community nature reserves and pastoral units; and 3. The establishment of village ‘territories’, founded on streamlined production systems, rationalized land use, alternative energy sources and food and energy self-sufficiency. The major achievements: pastoralists have been granted control over</p>	<ul style="list-style-type: none"> <li>- Involve the local people in the management process</li> <li>- Assess, develop, and implement case specific practices to ensure sustainable development of land</li> <li>- Strengthen local partner institution by developing and teaching management and monitoring capacity</li> </ul>

<b><u>Example number;</u></b> <b>Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
<i>Reference 48</i>	UNDP, European Union, JICA, USAID, GTZ, Netherlands for \$21.54 million	185, 000 hectares of traditional land. Legal recognition was critical for maintaining the sustainable use of natural resources while planning and managing lands.	
<b><u>Example 44</u></b>  Morocco: southern High Atlas Mountains, the Anti-Atlas and regions of the Sahara Desert  <i>Project title: High Atlas Mountain Project</i>  <i>Reference 48</i>	<u>Executing Agency:</u> Ministry of Agriculture  <u>Implementing agency:</u> UNDP  <u>GEF financing:</u> \$4.37 million  <u>Co-financing partners:</u> Caisse française de développement for \$5.39 million	The project has 3 main goals: 1. An emphasis on traditional expertise; 2. Providing support for and education on pastoral issues and biodiversity conservation; and 3. Integration of biodiversity issues and plans into policy debate at the provincial and national levels. Major achievement: education programmes for 300 school children, job training for women, and the establishment of community organizations to manage rangelands sustainably.	- Involve the local people in the management process - Strengthen local partner institution by developing and teaching management and monitoring capacity - Ensure open, collaborative and precautionary principals are employed in the partnership process to entrench opponents to work together - Assess, develop, and implement case specific practices to ensure sustainable development of land
<b><u>Example 45</u></b>  Sudan  <i>Project title: Community-based Rangeland Rehabilitation</i>  <i>Reference 48</i>	<u>Executing Agency:</u> Animal Resources, Range and Pasture Administration  <u>Implementing agency:</u> UNDP <u>GEF financing:</u> \$1.50 million  <u>Co-financing partners:</u> UNDP, and Swedish Sudanese Association for \$0.51 million	The project created primarily to combat climate change has also helped local people rehabilitate their rangelands and livestock. The results have been impressive: the capacity of local communities to monitor and manage their own rangelands was strengthened, as were their legal rights to do so. Major achievement: a post-project evaluation has shown that neighboring communities to the north and south of the project site have adopted many of the success of the project, including: rangeland rehabilitation, boreholes and revolving funds.	- Strengthen local partner institution by developing and teaching management and monitoring capacity - Assess, develop, and implement case specific practices to ensure sustainable development of land - Involve the local people in the management process
<b><u>Example 46</u></b>  Botswana, Kenya	<u>Executing Agency:</u> Ministry of	The project focused on improving indigenous management systems. In	- Strengthen local partner institution by developing and teaching management and

<b><u>Example number;</u></b> <b>Country: Name of region &amp; Reference</b>	<b>Public-private partnerships</b>	<b>Description</b>	<b>Mechanisms to facilitate implementation</b>
<p>and Mali</p> <p><u>Project title:</u> <i>Management of Indigenous Vegetation for the Rehabilitation of Degraded Rangeland in the Arid Zone of Africa</i></p> <p><i>Reference 48</i></p>	<p>Agriculture (Botswana), Ministry of Environmental Conservation (Kenya), Ministry of Environment (Mali)</p> <p><u>Implementing agency:</u> UNDP and UNEP</p> <p><u>GEF financing:</u> \$8.66 million</p> <p><u>Co-financing partners:</u> NORAD, GTZ for \$3.55 million</p>	<p>Botswana, there are 3 basic aspects: 1. Community involvement; 2. Working with the Government to give community's greater control over local resources; and 3. Maintaining biodiversity and preventing land degradation while enhancing livelihoods. Major achievement: in all three countries, environment management committees have been established at the local level to link conservation and development priorities. In Botswana, the project's success has led the national government to request assistance in expanding the systems beyond the pilot sites and in drafting new national policies on community-based land management.</p>	<p>monitoring capacity</p> <ul style="list-style-type: none"> <li>- Involve the local people in the management process</li> <li>- Assess, develop, and implement case specific practices to ensure sustainable development of land</li> </ul>

## *References*

1. Mauambeta, Daulos D. C. 2003. Private Investments to Support Protected Areas: experiences from Malawi. Vth world Parks Congress: Sustainable Finance Stream. Durban, South Africa. On the Conservation Finance Alliance website: [\[http://www.conservationfinance.org/WPC/WPC\\_documents/Inst\\_C\\_Mauambeta\\_v3.pdf\]](http://www.conservationfinance.org/WPC/WPC_documents/Inst_C_Mauambeta_v3.pdf) Accessed: July 22, 2005
2. “Ecotourism in Bemaraha: Project details.” Last updated: July 2005. On the WWF website: [\[http://www.panda.org/about\\_wwf/where\\_we\\_work/africa/where/madagascar/projects/project\\_details.cfm?sPrjId=MG0866\]](http://www.panda.org/about_wwf/where_we_work/africa/where/madagascar/projects/project_details.cfm?sPrjId=MG0866) Accessed: July 25, 2005
3. Minkebe Forest; Project Details.” [http://www.panda.org/about\\_wwf/where\\_we\\_work/africa/what\\_we\\_do/apes\\_programme/projects/index.cfm?uProjectID=GA0003](http://www.panda.org/about_wwf/where_we_work/africa/what_we_do/apes_programme/projects/index.cfm?uProjectID=GA0003) Last updated: May 2005. Accessed: July 22, 2005 Marine protected areas: Providing a future for fish and people. June 2005. WWF for a living planet. On the WWF website: [\[http://www.panda.org/downloads/europe/marineprotectedareas.pdf\]](http://www.panda.org/downloads/europe/marineprotectedareas.pdf) Accessed: July 25, 2005
5. “About WWF and its work around the world: Community development and outreach.” Last updated: May, 2005. On the WWF website: [\[http://www.panda.org/about\\_wwf/where\\_we\\_work/africa/where/central\\_africa/gabon/gamba/our\\_solutions/community\\_development.cfm\]](http://www.panda.org/about_wwf/where_we_work/africa/where/central_africa/gabon/gamba/our_solutions/community_development.cfm) Accessed: July 25, 2005
6. “The New Key to Costa Rica, 17<sup>th</sup> edition: Community based ecotourism.” Last updated: July 10, 2005. On the Key to Costa Rica website: [\[http://www.keytocostarica.com/Mesoamerican-biological-corridor.htm\]](http://www.keytocostarica.com/Mesoamerican-biological-corridor.htm) Accessed: July 26, 2005
7. “GUATEMALA: Equator Prize 2002 Summaries.” On the United Nations Development Programme website: [\[http://www.undp.org/equatorinitiative/EquatorNet/guatemalaPage.htm\]](http://www.undp.org/equatorinitiative/EquatorNet/guatemalaPage.htm) Accessed: July 26, 2005
8. “EQUATOR PRIZE 2002 – FINALISTS; AFRICA.” On the United Nations Development Programme website: [\[http://www.undp.org/equatorinitiative/secondary/equator\\_prize2002.htm\]](http://www.undp.org/equatorinitiative/secondary/equator_prize2002.htm) Accessed: July 26, 2005
9. “Series 3: Breaking the Bank—Cameroon.” February 2003. The UNDP Equator Initiative. On the website: [\[http://www.tve.org/ho/doc.cfm?aid=975\]](http://www.tve.org/ho/doc.cfm?aid=975) Accessed: July 26, 2005
10. “Series 4: Shore Thing—Comoros.” September 2003. The UNDP Equator Initiative. On the website: [\[http://www.tve.org/ho/doc.cfm?aid=1324\]](http://www.tve.org/ho/doc.cfm?aid=1324) Accessed: July 26, 2005
11. “Series 4: People of the Wildlife—Kenya.” July 2003. The UNDP Equator Initiative. On the website: [\[http://www.tve.org/ho/doc.cfm?aid=1294\]](http://www.tve.org/ho/doc.cfm?aid=1294) Accessed: July 26, 2005
12. “Series 4: Law of the Springs—Madagascar.” September 2003. The UNDP Equator Initiative. On the website: [\[http://www.tve.org/ho/doc.cfm?aid=1323\]](http://www.tve.org/ho/doc.cfm?aid=1323) Accessed: July 26, 2005
13. “Series 4: Logging Off—Malaysia.” December 2003. The UNDP Equator Initiative. On the website: [\[http://www.tve.org/ho/doc.cfm?aid=1389\]](http://www.tve.org/ho/doc.cfm?aid=1389) Accessed: July 27, 2005
14. “Series 4: A New Tide—Belize.” September 2003. The UNDP Equator Initiative. On the website: [\[http://www.tve.org/ho/doc.cfm?aid=1322\]](http://www.tve.org/ho/doc.cfm?aid=1322) Accessed: July 27, 2005



[plates%2FTemplateWBCSD1%2FLayout%2Easp%3Ftype%3Dp%26MenuId%3DODY%26doOpen%3D1%26ClickMenu%3DRightMenu](#)] Accessed: August 2, 2005

29. “Document details: Shell: community development in Nigeria.” 2001. World Business council for Sustainable Development. On the website:

[\[http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=551&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D14%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc\]](http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=551&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D14%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc)

Accessed: August 2, 2005

30. “2004 People and the Environment Annual Report”. 2005. The Shell Petroleum development Company of Nigeria Limited. On the website:

[\[http://www.shell.com/static/nigeria/downloads/pdfs/2004\\_rpt.pdf\]](http://www.shell.com/static/nigeria/downloads/pdfs/2004_rpt.pdf) Accessed: August 19, 2005

31. Ten Kate, Kerry, Josh Bishop, and Ricardo Bayon. 2004. *Biodiversity offsets: Views, experience and the business case*. IUNC, Gland, Switzerland and Cambridge, UK and Insight Investment, London, UK. Pages 24 and 46. On the Insight Investment website:

[\[http://www.insightinvestment.com/Documents/responsibility/Biodiversity\\_Offsets\\_Report.pdf\]](http://www.insightinvestment.com/Documents/responsibility/Biodiversity_Offsets_Report.pdf)

Accessed: August 2, 2005

32. “Document details: Partnering for mutual success: DaimlerChrysler—POEMAtec Alliance.” 2004. World Business council for Sustainable Development. On the website:

[\[http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=11511&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D2%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc\]](http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=11511&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D2%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc)

Accessed: August 2, 2005

33. “Document details: Rio Trinto & Hamersley Iron: Rangeland management and research.” 2002. World Business council for Sustainable Development. On the website:

[\[http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=646&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D8%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc\]](http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=646&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D8%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc)

Accessed: August 2, 2005

34. “Document details: MeadWestvaco’s State/Private Waterfowl Refuge is a Win-Win for Sustainability.” 2002. World Business council for Sustainable Development. On the website:

[\[http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=643&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D8%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc\]](http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=643&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D8%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc)

Accessed: August 3, 2005

35. Starbucks Coffee Company Fiscal 2004 Annual Report: Striking a Balance: Corporate Social Responsibility. 2005. The Starbucks Corporate Social Responsibility Department. Seattle. On the website: [\[http://www.starbucks.com/aboutus/CSR2004fullbook.pdf\]](http://www.starbucks.com/aboutus/CSR2004fullbook.pdf) Accessed: August 3, 2005

36. “Partnership Profile: Starbucks.” 2005. Conservation International. On the website: [\[http://www.conservation.org/xp/CIWEB/partners/corporate/starbucks.xml\]](http://www.conservation.org/xp/CIWEB/partners/corporate/starbucks.xml) Accessed: August 3, 2005
37. “Document details: RMC partners with Florida International University for wetlands restoration project.” 2002. World Business council for Sustainable Development. On the website: [\[http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=649&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D8%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc\]](http://www.wbcsd.ch/Plugins/DocSearch/details.asp?strDocTypeIdList=1&DocType=1&StrCharValList=&DateStart=01.01.1753&DateEnd=31.12.9999&MenuId=ODY&ObjectId=649&URLBack=%2Ftemplates%2FTemplateWBCSD1%2FLayout%2Easp%3FstrDocTypeIdList%3D1%26DocType%3D1%26StrCharValList%3D%26DateStart%3D01%2E01%2E1753%26DateEnd%3D31%2E12%2E9999%26MenuId%3DODY%26CurPage%3D8%26SortOrder%3Dpubdate%2520desc%2C%2520company%2520asc) Accessed: August 3, 2005
38. “Sundarbans Biodiversity Conservation Project; LOAN: BAN 30032-01.” The Asian Development Bank. Updated: January 2000. On the website: [\[http://www.adb.org/Documents/Profiles/LOAN/30032013.ASP#missions\]](http://www.adb.org/Documents/Profiles/LOAN/30032013.ASP#missions) Accessed: August 5, 2005
39. “Sustainable Forest Management; PPTA: CAM28102-01.” The Asian Development Bank. Updated: February 1999. On the website: [\[http://www.adb.org/Documents/Profiles/PPTA/28102012.ASP\]](http://www.adb.org/Documents/Profiles/PPTA/28102012.ASP) Accessed: August 5, 2005
40. “Rehabilitation of Coral Reef and Mangrove Resources in the Special Province of Naggroe Aceh Darussalam; GRANT: INO 39115-01” The Asian Development Bank. Updated: May 2005. On the website: [\[http://www.adb.org/Documents/ADBBO/GRNT/39115012.ASP\]](http://www.adb.org/Documents/ADBBO/GRNT/39115012.ASP) Accessed: August 5, 2005
41. Landázuri, Helena. 2005. “Case Studies: Projects in Environment & Ecotourism” The Inter-American Development Bank Business Seminar, February 2005. Washington, D. C. USA. On the website: [\[http://www.iadb.org/biz/ppt/0203helenal.pdf\]](http://www.iadb.org/biz/ppt/0203helenal.pdf) Accessed: August 8, 2005
42. Attaining Progress in Growth and Development in Latin America and the Caribbean: Japanese Trust Funds at the Inter-American Development Bank. March 2005. Inter-American Development Bank Regional Operations Department 2. Washington. On the website: [\[http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=520803\]](http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=520803) Accessed: August 8, 2005
43. Bucher, Enrique, Gonzalo Castro and Vinio Floris. 1997. Freshwater Ecosystem Conservation: Towards a Comprehensive Water Resources Management Strategy. The Inter-American Development Bank. Washington, D.C. On the website: [\[http://www.iadb.org/sds/doc/1079eng.pdf\]](http://www.iadb.org/sds/doc/1079eng.pdf) Accessed: August 9, 2005
44. Galapagos Environmental Management Program (EC-0134): Executive Summary. 2004. The Inter-American Development Bank. Washington, D.C. On the website: [\[http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=414712\]](http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=414712) Accessed: August 9, 2005
45. “WCS Belize.” 2005. Wildlife Conservation Society. On the website: [\[http://www.wcs.org/international/latinamerica/mesoamerica/belize\]](http://www.wcs.org/international/latinamerica/mesoamerica/belize) Accessed: August 18, 2005
46. “Learn More About Madidi!” 2005. Wildlife Conservation Society. On the website: [\[http://www.wcs.org/international/latinamerica/centralandes/nwbolivia/madidimonkey/madidi\\_summary\]](http://www.wcs.org/international/latinamerica/centralandes/nwbolivia/madidimonkey/madidi_summary) Accessed: August 18, 2005
47. Fatouma, A. A. A., Ali Bicarima, and Said Ahamada. 2000. Report on the State of Management of Protected Marine Areas in Comoros. UNEP-Unit for Regional Coordination for East Africa Region. On the website: [\[http://www.icran.org/doc/MPA\\_com.doc\]](http://www.icran.org/doc/MPA_com.doc) Accessed: August 22, 2005

48. “Reclaiming the Land, Sustainable Livelihoods: Lessons for the Future.” November 2004. United Nations Development Programme and the Global Environment Facility. On the website: [\[http://www.undp.org/gef/undp-gef\\_publications/publications/landdeg\\_brochure2004.pdf\]](http://www.undp.org/gef/undp-gef_publications/publications/landdeg_brochure2004.pdf) Accessed: August 23, 2005

-----