



Multi Year Plan

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version 2008-01

Dutch Caribbean Nature Alliance

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Foreword

The Dutch Caribbean Nature Alliance (DCNA) is still very much considered a newcomer in the world of conservation, having come into being less than three years ago. And yet, it is already one of the most important and successful conservation organisations within the Dutch Caribbean. DCNA was established with the aim of assisting the parks and protected areas to safeguard biodiversity and promote sustainable management throughout the region by raising the profile of nature conservation in the Dutch Caribbean, raising funds for the protected areas and for nature conservation and investing in local capacity building. This is not small task. Yet, in less than three years, DCNA has achieved so much towards it.

In the first few years DCNA went rapidly from a good idea of a group of committed colleagues to a fully functioning organisation. From where we stand now, DCNA has done anything but slow down in terms of its development or successes. It has become an internationally recognised organisation and has firmly established itself as the key to ensuring the lasting future of the Dutch Caribbean's outstanding biodiversity.

The growing success of DCNA can be attributed to its unique grass roots approach. Lack of funds for management as well as lack of knowledge and expertise have been identified as primary causes of protected area failure. By working with the parks to find sustainable sources of funding and providing them with the means to gain the knowledge and expertise they need, DCNA has found an innovative and highly effective way to ensure parks will continue to protect the Dutch Caribbean's ecosystems well into the 21st century.

Fundraising successes include that DCNA, together with its partners at IUCN NL, has successfully raised over Euro 2.4 million in project funds from the Dutch Postcode Lottery as well as a ten year commitment by the Dutch Ministry of the Interior to provide Euro one million per year to co-fund the establishment of a conservation Trust Fund. DCNA has also achieved much in terms of capacity building, for example by facilitating strategic planning sessions and working to provide management training for park managers and their staff and facilitating staff exchanges. The organisation is also developing management plans for all protected areas within the Dutch Caribbean, helping parks evaluate their management success and set realistic goals and strategies for the years to come.

As DCNA continues to grow, the need for it to succeed is also growing. Recent estimates point to a serious decline in the health of Caribbean reefs as well as other tropical ecosystems such as mangroves and seagrass beds, and substantial reductions in tropical rain forests. The increase in tourism is posing an especially complex problem, bringing much needed revenue to the islands but putting pressure on fragile and already stressed resources. Protected areas are very much at the centre of the attraction, but they are sure to fail if they do not have the means to maintain a balance between use and protection.

To ensure the continued achievement of its mission and the protection of the biodiversity hotspot of the Kingdom of the Netherlands, DCNA must now look beyond its initial start up goals and analyse how it can evolve to best contribute to the needs of the protected areas in the Dutch Caribbean. This multi-year plan aims to do exactly that.

Nicole Esteban

*Chairperson of DCNA's Executive Committee
Manager of St Eustatius National Parks*

Executive Summary

The six Dutch Caribbean islands (Aruba, Bonaire, Curacao, Saba, St Eustatius, St Maarten) constitute the biodiversity hotspot within the Kingdom of the Netherlands. They are widely different and have their own unique natural heritage, but all are home to significant endemic and globally threatened and endangered ecosystems and species.

The Dutch Caribbean islands have recognized the need to protect and conserve their fragile natural resources. Indeed, the islands are economically highly dependent on the health of these resources, which attract thousands of tourists each year and provide millions of dollars in direct and indirect revenues to the islands. Each island has at least one protected area and most have established both terrestrial and marine parks. Some of these protected areas are highly regarded on the international stage and considered model parks.

Despite the efforts of each island, all the protected areas of the Dutch Caribbean face a myriad of challenges. Their natural resources are threatened on a daily basis by complex and varied issues such as development, pollution, overuse of natural resources, and the growing global problem of climate change.

The Dutch Caribbean Nature Alliance (DCNA) is a non governmental, not for profit foundation which was established in 2005 to safeguard the exceptional nature of the islands of the Dutch Caribbean, as well as promote sustainable nature management within the region. DCNA aims to, amongst other things, provide the protected area management organizations of the region with the funds and capacity they need to reduce threats as best as they can.

DCNA's headquarters are located on Bonaire. A Council of Patrons advises, lends support and helps promote the organization. A Board acts as the supervisory body responsible for the affairs of DCNA, ensuring that DCNA meets its objectives and is properly managed. The Executive Committee and the Finance Committee both respectively oversee the management of the foundation's affairs and the management of the foundation's financial affairs in between Board meetings. The DCNA Secretariat, made up of an Executive Director and other staff members, is the operational body charged with carrying out the day-to-day management of the organization.

This is DCNA's second multi-year plan. The Board decided in early 2007 to embark on a year-long planning process and create a multiyear plan for 2007-2012 rather than re-evaluate DCNA's first multiyear plan (2004-2007). The plan has been prepared in close consultation with Board members, a significant number of representatives from DCNA's Dutch Partner organizations as well as Conservation International.

The purpose of the 2007-2012 multiyear plan is to provide the Dutch Caribbean Nature Alliance with a clear frame of reference for all of its policy and operational decision making for the coming five years. It outlines the actions needed to reach a number of goals, setting a number of realistic strategies and tactics. The plan will be reviewed again in 2010 and its goals, strategies and tactics reaffirmed and if necessary re-prioritized.

Introduction

The islands of the Dutch Caribbean are blessed with a stunning diversity of tropical plants and animals, some of which are endemic to the islands and therefore found nowhere else on earth. The islands provide a safe haven to significant globally threatened and endangered ecosystems and species, and are without a doubt the most important biodiversity hotspot within the Kingdom of the Netherlands. The Dutch Caribbean Nature Alliance was established in 2005 to safeguard this exceptional nature as well as promote sustainable nature management within the Dutch Caribbean.

The Dutch Caribbean islands may be small in size, but they are home to approximately 1% of the world's threatened coral reefs as well as globally endangered seagrass and mangrove ecosystems. Additionally, they include two distinct and regionally important biodiversity hotspots: the oceanic islands of Bonaire and Curaçao and the offshore atoll of the Saba Bank. The Saba Bank, which is only now being surveyed, has the highest diversity of marine plants of any system in the Caribbean and continues to reveal new species previously unknown to science.

On land, the Windward Islands boast both primary and secondary rainforests as well as a cloud forest ecosystem unique in the world. The islands of Aruba, Bonaire and Curaçao alone are home to over 200 species and sub species of endemic plants and animals.

Many globally threatened and endangered species, protected by the CITES Convention¹, thrive on and around the islands. The Dutch Caribbean is home to over 50 species of hard coral, 8 birds of prey, 5 species of globally endangered sea turtle (4 of which use the islands as their nesting ground), along with hummingbirds and flamingos, 2 species of iguana, the Queen conch, 17 species of cactus, 22 species of orchid, the tree fern and lignum vitae, to name but a few. A recent research expedition to the largely unexplored Saba Bank discovered a remarkable new species of fish and between 12 and 20 new species of algae.

There are six wetlands of international significance in the Dutch Caribbean. They have been included on the internationally recognised RAMSAR² wetland list and have received three natural world heritage site nominations, which are currently underway.

The Dutch Caribbean islands have recognised the need to protect and conserve their fragile natural resources. Each island has at least one protected area and most have established both terrestrial and marine parks, several of which have received global recognition as Demonstration (Bonaire National Marine Park) and Target (Saba National Marine Park) sites by the International Coral Reef Action Network (ICRAN) and the United Nations Environment Programme (UNEP).

The islands are highly dependant on their superb natural resources as these are the basis of their tourism-based economies. It has been shown that the parks provide millions of dollars in direct and indirect revenues to the islands. Any decrease in the biological value of these parks would have severe economic repercussions and put at risk the future of the islands.

Nevertheless, all of the terrestrial and marine protected areas of the Dutch Caribbean face a myriad of challenges. Their natural resources are threatened on a daily basis by issues as varied and complex as poorly regulated development and construction pressure to the real threats of global warming and the impacts of erosion and invasive species.

Investment in and strengthening of the protected areas within the Dutch Caribbean can only improve the future economic viability of the islands and enhance the quality of life for islanders as well as provide outstanding recreational opportunities for visiting tourists. It will also allow the parks to create a safe refuge for the incredible variety and diversity of biological life which calls the islands 'home'.

1. CITES is an international agreement between Governments which aims is to ensure that international trade in specimens of wild animals and plants does not threaten their survival.

2. The RAMSAR Convention is an international treaty to protect wetland biodiversity and encourage the sustainable utilization of wetlands.

Nature in the Dutch Caribbean

The Dutch Caribbean islands form distinct groups. The Windward Islands of Saba, St Eustatius (Statia) and St Maarten are located in the northern Caribbean east of Puerto Rico. The Leeward Islands of Aruba, Curaçao and Bonaire lie approximately 60 miles north of the South American mainland. Not only are the islands separated by over 600 miles of open ocean (see Figure 1), they are also linguistically and culturally divided. Papiamentu, with its rich Spanish and Portuguese roots, is the lingua franca on Aruba, Curaçao and Bonaire whilst English is the language of choice in the Windward Islands.

The island groups could scarcely be more different. The Windward Islands are lush, dormant or semi-dormant volcanic islands. By contrast the Leeward Islands are flat, dry and barren above water. Below water all of them are home to some of the most magnificent and unspoiled coral reefs in the Caribbean. As such they are rare havens for otherwise globally threatened ecosystems. They are also economically incredibly valuable. A World Resources Institute report states that Caribbean coral reefs generate an estimated US\$ 2.1 billion annually from dive tourism alone. The report also highlights the fact that over half of the region's reefs are currently considered 'threatened'.

Many globally threatened and endangered species, protected by the CITES Convention, thrive on and around the islands. These include over 50 species of hard coral, 8 birds of prey, five species of globally endangered sea turtle (four of which use the islands as their nesting ground), along with hummingbirds and flamingos, two species of iguana, the Queen conch, 17 species of cactus, 22 species of orchid, the tree fern and lignum vitae, to name but a few.

There are six wetlands of international significance in the Dutch Caribbean, which have been accepted on the internationally recognised RAMSAR wetland list and three natural world heritage site nominations, which are currently underway.

Looking beyond their intrinsic biological value the islands have also recognised the need to protect and conserve their fragile natural

resources. Each island has at least one protected area and most have established both terrestrial and marine parks, several of which have received global recognition as Demonstration (Bonaire National Marine Park) and Target (Saba National Marine Park) sites by the International Coral Reef Action Network and UNEP.

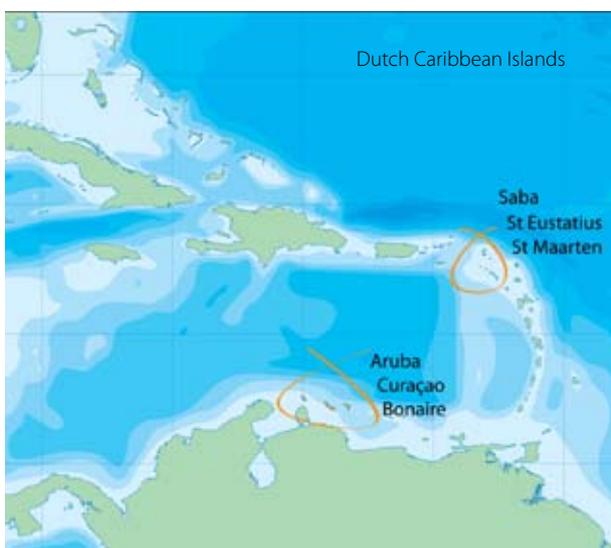
The islands are also dependant on their superb natural resources as the cornerstone of their tourism linked economies. It has been shown that the parks provide millions of dollars in direct and indirect revenues to the islands. Any decrease in biological value will have serious economic consequences for the future of the islands.

Each of the six Dutch Caribbean islands is a tropical island paradise with its own unique natural history, its own special ecosystems and habitats teeming with life. There are over 200 endemic species in the Leeward Islands alone. The Dutch Caribbean is home to more than 35 globally endangered or vulnerable species (according to IUCN's red list), including trees, snakes, sea turtles, birds, whales and fish. The Dutch Caribbean, with its diversity and species richness, constitutes the biodiversity hotspot within the Kingdom of the Netherlands.

The islands' biodiversity is matched only by their fragility. Each consists of an intricate web of life squeezed precariously onto a tiny rock, surrounded by hundreds of miles of empty ocean. The largest island, Curaçao, is a just 472 square kilometres (182 square miles), whilst tiny Saba is only 13 square kilometres (5 square miles). The most immediate threats to the natural flora and fauna on each island include poorly regulated urban and tourism development, invasive species and overgrazing by free roaming feral livestock (goats, sheep, cattle).

Like their natural beauty, the island economies are small, fragile and all are based to a greater or lesser extent on revenues from tourism, particularly nature based tourism such as diving, snorkelling and hiking. The islands' natural assets are therefore not just theoretically and aesthetically valuable; they form the mainstay of the island's economy.

Figure 1: Location of the Dutch Caribbean Islands within the wider Caribbean



Nature Conservation in the Dutch Caribbean

The first protected area established in the Dutch Caribbean was the Washington Slagbaai National Park (Bonaire) in 1969. Since then protected areas have become the cornerstone of biodiversity conservation in the Dutch Caribbean and there are currently ten of them on the six islands. Terrestrial and marine protected areas have been established on Bonaire, Curaçao, Saba and St Eustatius. St Maarten has a marine park and is working hard to create a terrestrial park. Aruba has a terrestrial park but is still trying to establish a marine park (see Table 1).

The protected areas of the Dutch Caribbean provide a range of goods and services, which are not always easy to quantify. Traditionally their value has been measured by calculating fisheries yields and tourism revenues. Yet they also have an important aesthetic and intrinsic value. Most importantly they generate substantial employment opportunities and are a vital source of income for local communities and governments.

With only two exceptions, each protected area has opted for co-management of their natural resources. Each is run by a local non-governmental, non-profit foundation which has a co-operative management arrangement with local stakeholders.

The protected areas of the Dutch Caribbean are highly regarded. They are considered amongst the best managed within the region and their example is copied around the world. The Bonaire National Marine Park is recognized worldwide as a model marine park and has been selected as a UNEP/ICRAN Demonstration site for the Caribbean. Marine park managers from around the world regularly seek assistance and advice from its management team.

Parks overview

Table 1: Overview of the protected areas located within the Dutch Caribbean

Island	Mgmt. Body	Protected area	Area and special features
Aruba	Fundacion Parke Nacional Arikok 	Parke Nacional Arikok	This terrestrial park was established in 1997 and became a foundation in 2003. It is 3400 hectares and covers approximately 17% of the land area of Aruba. It includes the island's highest hill, Jamanota and protects various exotic cacti, around 50 species of tree and is the last refuge of the island's endemic rattlesnake, the 'cascabel'.
		Bonaire National Marine Park	The marine park extends from the high water mark to the 60m depth contour around Bonaire and Klein Bonaire encompassing an area of approximately 2,700 hectares. It includes continuous fringing coral reefs, seagrass and mangroves. It was established in 1979.
Bonaire	STINAPA Bonaire 	Klein Bonaire	An uninhabited satellite island off Bonaire's western shore, Klein Bonaire is an important stop over point for migrating birds and nesting ground for endangered hawksbill and loggerhead turtles. It was declared a protected area in 2000.
		Washington Slagbaai National Park	Established in 1969, it encompasses almost 17% (5,643 hectares) of the land area of Bonaire and includes Mount Brandaris, the island's highest point. A wide diversity of habitats can be found in the Park which provides a safe haven for the endemic lora, flamingos and iguana.
Curaçao	CARMABI Foundation 	Curaçao Underwater Park	The Curaçao Underwater Park was established in 1983. The seaward boundary is the 60m depth contour and on the shore side the boundary is the high-water mark. The park covers a total surface area of 600 hectares on the leeward shore and includes pristine fringing reef.
		Christoffel Park	A protected wildlife reserve and garden covering 2,300 hectares. Mt. Christoffel is in the centre of the park, and is the island's highest point. The park contains rare and endemic flora and fauna.
		Shete Boka	Established in 1994 Shete Boka covers approximately 470 hectares of coastline, protecting nesting beaches (Bokas) used by sea turtles.
Saba	Saba Conservation Foundation 	Saba National Marine Park	The Saba National Marine Park was established in 1987. It surrounds the island stretching from the high-water mark to a depth of 60m and includes coral pinnacles, the seabed and overlying waters. It covers 13km ² hectares.
		Saba's Hiking Trail system and Terrestrial Park	Saba's terrestrial park is comprised of 35 Ha of land donated to the SCF by the Thissell family in 1999. This area is locally referred to as the sulphur mine. Other protected areas include the portion of Mt. Scenery above 550m (no dwellings can be constructed) and the 14 trails (public easements on private property).
St Eustatius	St Eustatius National Parks Foundation (STENAPA) 	Statia National Marine Park	The St. Eustatius National Marine Park protects the waters around the island from the high water mark to the 30m depth contour. It was designated in 1996 and is approximately 27,500 hectares including two actively managed no fishing reserves.
		Quill / Boven National Park	Comprises a dormant volcano, the Quill, and Boven, an area of hills on the northern tip of St. Eustatius. The 8 trails of the Quill have been open since 2000. Work on the Boven trails started in 2008. The park was established in 1997 and covers 540 hectares including elfin forest, lush secondary rain forest and almost all of the 482 wild plant species found on the island.
		Botanical Gardens	The Miriam C. Schmidt Botanical Gardens cover an area of 5.3 hectares and opened in 2000.
St Maarten	Nature Foundation St Maarten 	St Maarten Marine Park	The Marine Park surrounds the entire Dutch side of the island from the coastal waters and beaches to the 60m depth contour. The Park covers approximately 5,200 hectares and includes mangroves, seagrass beds and coral reefs. The park is a major breeding area for marine birds such as the frigate and home to fish, turtles and conch.

Dutch Caribbean Nature Alliance (DCNA)

The Dutch Caribbean Nature Alliance (DCNA) was established in February 2005 as an umbrella organisation. It supports and assists the legally designated terrestrial and marine protected areas established on Aruba, Bonaire, Curaçao, Saba, St Eustatius (Statia) and St Maarten as well as other nature conservation activities throughout the Dutch Caribbean.

The Dutch Caribbean Nature Alliance (DCNA) is a non governmental, not for profit foundation (stichting), which was registered with the Chamber of Commerce on St Maarten on the 21st February 2005. Its headquarters are located on Bonaire.

1. Governance

1.1 Council of Patrons

DCNA's Council of Patrons was created to advise, lend support and help promote DCNA. Patrons are distinguished, accomplished and influential members of society, well respected by their peers and with a profound understanding of the value of nature and nature conservation.

The Council of Patrons is headed by Her Majesty Queen Beatrix of the Netherlands and includes Mr Jaime Saleh and Professor Nico Visser. The Governors of the Netherlands Antilles and Aruba are considered honorary patrons by virtue of their representation of the Queen within the Dutch Caribbean.

1.2 Supervisory

• Board

An elected Board governs DCNA's affairs. Of the voting members six represent the legally designated protected area management organisations on each island, namely Fundacion Parke Nacional Arikok, STINAPA Bonaire, CARMABI Curaçao, Saba Conservation Foundation, STENAPA St Eustatius and Nature Foundation St Maarten. Additional representatives are elected by the Nature Forum and are representatives of international non-profit organisations or are selected on the basis of their significant expertise.

The Department of the Environment and Nature Conservation of the Netherlands Antilles (MINA) currently hold a non-voting Board seat to ensure equitable representation of all the islands and to provide continuing links with other conservation and environmental activities within the Dutch Caribbean.

The Board is responsible for the affairs of DCNA, ensuring that DCNA meets its objectives and is properly managed. Notwithstanding its legal obligations, the Board has chosen to delegate the day-to-day management of DCNA to an Executive Director who works from the DCNA headquarters on Bonaire with other staff members and consultants.

• Committees

There are two standing Committees: the Executive Committee and the Finance Committee. The Executive Committee consists of the Chairperson, Vice Chair, Secretary and Treasurer. Its primary task is to oversee the management of the foundation's affairs between Board meetings. The Finance Committee consists of the Treasurer and those Board members elected for their financial expertise. Its primary responsibility is to oversee the management of the foundation's financial affairs in between Board meetings, including financial asset management.

Additionally the Board is empowered to create other ad hoc Committees as it sees fit providing at least two Board members are included in each Committee. To date the following ad hoc Committees have been created: BZK Committee, De Landschappen Committee, CBF Committee, Trust Fund Committee and Fundraising Committee. Each Committee has a Terms of Reference outlining its responsibilities and obligations and is dissolved on completion of its mandate.

1.3 Operational

• Secretariat

The Executive Director along with other staff members supports the Board and is charged with carrying out the day-to-day management of the organisation, implementing action plans, work plans and budgets.

The Board considers it of the utmost priority that the Secretariat, which currently consists of an Executive Director and Office Assistant be strengthened through the addition of staff, namely a full time Assistant Director, Project Manager and Communication Officer, and that an adequate solution be found for DCNA representation in the Netherlands.

2. Structure

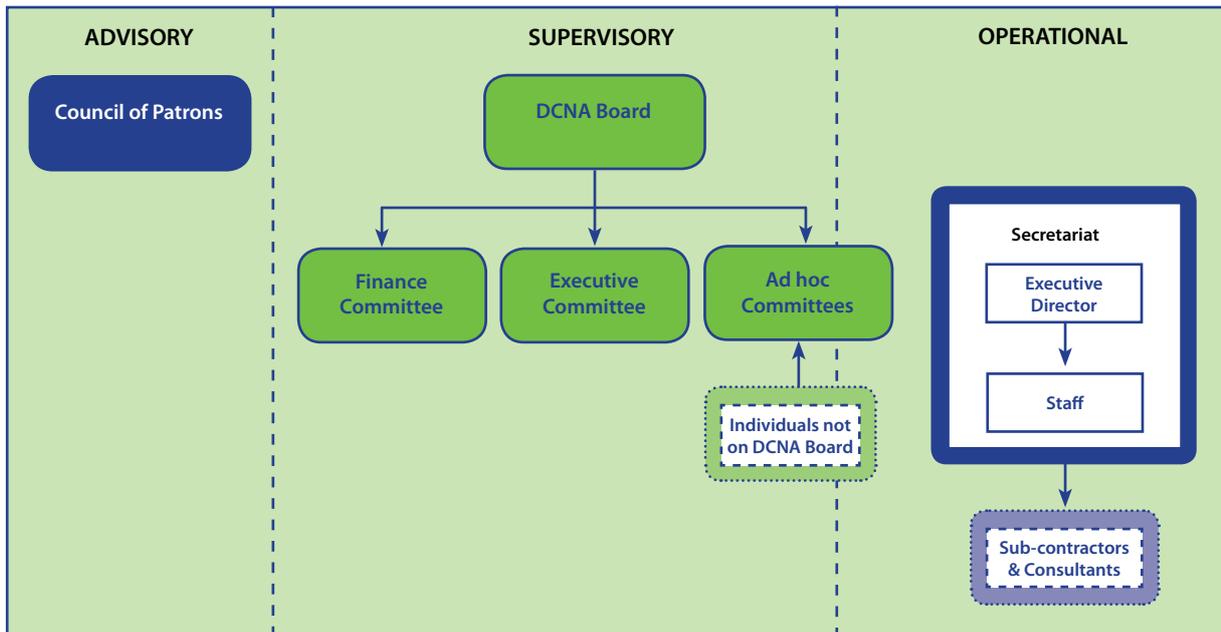


Figure 2: Structural organization of the Dutch Caribbean Nature Alliance

DCNA Multi-year Plan: 2007 - 2012

The Founding Board of DCNA developed its first multiyear plan (2004 – 2007) during a planning meeting held on St Maarten in June 2004.

At the start of 2007 the Board recognised that DCNA had evolved to the point where re-evaluating the original multiyear plan was inadvisable and instead chose to embark on a year-long planning process. This began at the May 2007 Board meeting which included a significant number of representatives from DCNA's Dutch Partner organisations as well as Conservation International. The latter helped the Board evaluate the external landscape and understand what opportunities for co-operation currently exist.

This process was supplemented by a facilitated Board planning session held at the November 2007 Board meeting where Robbert Kroon of the Galan Group guided the Board through a day long programme entitled 'Governing the Future from the Present'. The Executive Committee and Executive Director then took over the finalization of the multiyear plan which was represented to the Board in May 2008 for input, discussion and ratification.

The purpose of this multiyear plan is to provide the Dutch Caribbean Nature Alliance with a clear frame of reference for all of its policy and operational decision making for the coming five years. As DCNA is still a very new organization which operates in a volatile environment, this 5 year plan will be reviewed again in 2010 and its goals, strategies and tactics reaffirmed and if necessary re-prioritized.

1. Mission

DCNA's mission is to help and assist the protected area management organizations, as well as other nature conservation organizations, within the Dutch Caribbean.

2. Goals

In accordance with DCNA's Articles of Incorporation the following are DCNA's goals together with their **current** order of priority:

Goal # 1: Fundraise and secure long-term sources of financing for nature conservation.

Goal # 2: Promote and represent the goals and activities of Dutch Caribbean Nature Conservation nationally and internationally.

Goal # 3: Promote institutional capacity building, training, partnership building and where necessary and efficient, technical resource sharing.

Goal # 4: Provide a central repository for information relating to biodiversity and protected areas, and encourage communication exchange of such information between organizations within and without the Dutch Caribbean.

Goal # 5: Promote educational outreach and public awareness.

3. Strategy and Tactics to Reach Goals

The Board has carefully evaluated the organisational goals and used them to develop strategies, which will ensure that DCNA reaches its desired goals. Tactics are suggested and bullet points examples are given which should be considered a definitive list. Details of each strategy and tactic can be found in the Appendix of this document.

GOAL 1: Fundraise and secure long-term sources of financing for nature conservation

Strategy

- **S1:** Ensure that parks have basic operational funding and resources on an annual basis in order to safeguard their continuity
- **S2:** Capitalize the Trust Fund over the coming ten years (target of Euro 24 million)
- **S3:** Fundraise for multi-island (biodiversity conservation) projects
- **S4:** Provide creative means to channel funding to support nature conservation activities

Tactics

- Fundraising Committee
- Cultivate existing funders/donors
- Retain fundraising company/individual
- Link fundraising strategy to communication strategy
- Leverage support in the Netherlands
- Develop and implement corporate fundraising strategy
- Develop major donor cultivation programme
- Develop joint fundraising with Board members

GOAL 2: Promote and represent the goals and activities of Dutch Caribbean Nature Conservation nationally and internationally

Strategy

- **S1:** Participate actively in the process of constitutional change to ensure the inclusion of DCNA's vision for nature conservation within the process for reform
- **S2:** Build a strong profile for nature conservation in the Dutch Caribbean
- **S3:** Investigate and flag international and regional trends and opportunities
- **S4:** Provide a leadership role within the international conservation community

Tactics

- Constitutional Change Committee
- Showcase achievements
- Develop excellent targeted communication materials
- Market and promote DCNA
- Make efficient use of website and internet
- Evaluate promotional and outreach tools

GOAL 3: Promote institutional capacity building, training, partnership-building and where necessary and efficient, technical resource sharing

Strategy

- **S1:** Facilitate and support multi-island biodiversity conservation projects as a means of addressing gaps and needs of island parks and building support for DCNA
- **S2:** Evaluate operational, training and information needs at Parks and address them
- **S3:** Provide training and work exchanges for park staff and succession training for park management
- **S4:** Increase standardization and professionalization of nature management

Tactics

- Exchange existing information between parks

GOAL 4: Provide a central repository for information relating to biodiversity and protected areas, and encourage communication exchange of such information between organizations within and without the Dutch Caribbean

Strategy

- **S1:** Provide easy and efficient access to information/knowledge relevant to nature and conservation in the Dutch Caribbean
- **S2:** Provide a central repository for information including database of consultants, researchers, equipment, services etc.
- **S3:** Provide an opportunity for communication and exchange of information and expertise

Tactics

- DCNAnature.org
- Summarize hard copy reports and documents electronically
- Make efficient use of existing electronic data sources

GOAL 5: Promote educational outreach and public awareness

Strategy

- **S1:** Assist parks in fulfilling their mandate to provide outreach
- **S2:** Assist parks in fulfilling their mandate to provide education

Tactics

- Support island education officers

Appendix

Goal 1: Fundraise and secure long-term sources of financing for nature conservation

1. Strategy

S1: Ensure that parks have basic operational funding and resources on an annual basis in order to safeguard their continuity

- Leverage maximum support from Island Governments for Parks (financial and in kind)
- Conduct an internal inventory of Government support for Parks and perform gap analysis
- Allocate and administer annual Essential Operational Support fund
- Develop contingency plan to deal with emergency funding needs
- Create application procedure and process for Emergency Fund and administer

S2: Capitalize the Trust Fund over the coming ten years (target of Euro 24 million)

- Manage financial asset management via Trust Fund Committee
- Apply to targeted funders for non earmarked funding (Dutch Postcode Lottery)
- Identify potential funders and approach for 'matching funds'
- Leverage support from existing funders to identify new funding sources
- Explore multilateral funding opportunities (GEF, InterAmerican Bank)
- Link to existing Trust Funds and Trust Fund initiatives (RedLAC)

S3: Fundraise for multi-island (biodiversity conservation) projects

- Identify and prioritize suitable multi-island projects with Parks
- Identify and scope out potential funders
- Build support for DCNA amongst potential funders (personal / formal)
- Develop and submit project proposals

S4: Provide creative means to channel funding to support nature conservation activities

- Provide fundraising training for park personnel
- Develop 'friends of' programme with membership and annual renewals
- Set up 501c3 foundation to accept charitable donations from USA

2. Tactics

Fundraising Committee

- Actively run Fundraising Committee with mandate to draft and oversee the implementation of a suitable fundraising strategy

Cultivate existing funders/donors

- Provide timely and complete reports (technical and financial)
- Credit funders on all materials produced by DCNA and Parks
- Organise annual media event in the Netherlands
- Meet regularly with key funders (BZK, NPL, DOEN, WWF, BirdLife)
- Develop press book
- Document achievements of DCNA and Parks
- Ensure regular feedback and communication with funders
- Provide persuasive evidence of conservation success

Retain fundraising company/individual

- Select and hire fundraising professional for fundraising in NL

Link fundraising strategy to communication strategy

- Communicate (ongoing) funding needs clearly for potential funders
- Identify and develop materials to support fundraising activities
- Identify suitable national and international venues for fundraising and communication such as EU, UKOCT, ICRI, ICRAN, ICRS etc.
- Build international 'presence' for DCNA through attendance at conferences, contributions to international debate, publications and strategic outreach
- Develop targeted contact and mailing lists
- Develop internet sign up for contact and mailing lists
- Produce and distribute monthly/two monthly eNews bulletins (electronic)
- Produce and distribute twice yearly newsletters (electronic / mailing)
- Produce and distribute annual report (mailing / electronic)

Leverage support in the Netherlands

- Identify well-known personality to support DCNA publicly
- Explore opportunities for engaging PR/political strategist to promote DCNA
- Create a 'voice' for nature conservation in the Dutch Caribbean
- Engage the media and press
- Build strong relationships within the Dutch Ministries (BZK, LNV, VROM)
- Identify and approach possible partners to create new funding streams (IMARES)

Develop and implement corporate fundraising strategy

- Identify potential corporate donors
- Establish links with sympathetic senior corporate personnel
- Develop a strategy to approach potential corporate funders

Develop major donor cultivation programme

- Establish US 501c3
- Create 'friends of DCNA'
- Develop island tours for potential major donors
- Provide parks with fundraising training
- Provide parks with outreach and media materials

Develop joint fundraising with Board members

Goal 2: Promote and represent the goals and activities of Dutch Caribbean Nature Conservation nationally and internationally

1. Strategy

S1: Participate actively in the process of constitutional change to ensure the inclusion of DCNA's vision for nature conservation within the process for reform

- Develop a close relationship with targeted Dutch Partners to influence decision making in the Netherlands
- Liaise regularly with relevant Dutch policy and decision makers including Ministries, politicians
- Organise and attend meeting with all relevant groups visiting the Dutch Caribbean from the Netherlands
- Establish good links with local Dutch Representatives, Governors, Lt Governors and their assistants to influence decision making in the islands

S2: Build a strong profile for nature conservation in the Dutch Caribbean

- Attend targeted national and international venues and participate fully (presentations, displays, poster displays, outreach materials, workshops etc.)
- Develop and use targeted lists to distribute communication materials, press materials and messages
- Showcase DCNA via DCNAnature.org

S3: Investigate and flag international and regional trends and opportunities

- Monitor appropriate eLists [CaMPAM, coral list, Caribbean biodiversity]
- Attend strategy and planning meetings such as World Conservation Congress, ICRAN, ICRI, World Parks Congress etc.
- Sign up for relevant newsletters and eNews and monitor websites [funders, international conservation organisations, Dutch Partners]
- Collect relevant materials, publications and information for redistribution to the Parks

S4: Provide a leadership role within the international conservation community

- Share tools developed for DCNA such as IYOR Dive Staff Training
- Profile successes of DCNA and parks (case studies)
- Share information on the establishment of the Trust Fund

2. Tactics

Constitutional Change Committee

- Develop terms of reference and establish Constitutional Change Committee from amongst DCNA Board and partners
- CC Committee to develop strategy for influencing the process of constitutional change in the Netherlands
- Define DCNA's role in the new constitutional situation
- Identify issues and opportunities and players
- Distribute DCNA's vision for nature conservation as widely as possible
- Develop a government policy plan style document stating DCNA's position

Showcase achievements

- Capture and write press materials/stories on DCNA achievements
- Write up regular reports on DCNA and multi-island projects
- Encourage on going reporting by parks on their successes and achievements
- Distribute eNews updates, newsletters and annual reports to target audiences

Develop excellent targeted communication materials

- Develop targeted printed materials in English
- Produce targeted printed materials in Dutch
- Produce targeted printed materials in Papiamentu

Market and promote DCNA

- Adapt all outgoing materials to include DCNA's logo, colour and font schemes
- Use DCNA colours, front, themes and tag line consistently On all external communication
- Include Park logos on outreach materials when appropriate
- Encourage Parks to include statement of support and DCNA logo on their outreach and communication materials
- Attend targeted conferences, workshops, meetings and similar and participate fully in presentations, displays, workshops etc.
- Develop powerpoint and other media materials to profile DCNA
- Familiarize DCNA representatives and parks staff with DCNA materials
- Provide patrons, parks and partners with outreach materials, powerpoint and messages
- Create opportunities for DCNA representatives and park managers to represent DCNA
- Develop materials which can be used and given out at conferences and similar

Make efficient use of website and internet

- Maintain and update DCNA website on a regular basis
- Develop eNews and other electronic communication tools
- Create DCNA.nl website as a gateway for Dutch users

Evaluate promotional and outreach tools

Goal 3: Promote institutional capacity building, training, partnership building and where necessary and efficient, technical resource sharing

1. Strategy

S1: Facilitate and support multi-island biodiversity conservation projects as a means of addressing gaps and needs of island parks and building support for DCNA

- Identify park multi-island project needs
- Develop Board approval process for projects including selection criteria
- Identify and engage possible partners for multi-island projects

S2: Evaluate operational, training and information needs at Parks and address them

- Use Management Success to identify operational, training and information needs of parks
- Perform gap analysis with senior park staff and boards to identify operational, training and information needs at parks
- Develop strategies, training course and similar to answer park needs

S3: Provide training and work exchanges for park staff and succession training for park management

- Provide the opportunity for park management and staff to participate in work exchanges to other similar protected areas within and outside of the Dutch Caribbean
- Develop management training course in all aspects of tropical protected area management for park managers and senior park staff
- Assist in providing access to first hand knowledge of active park management for park staff
- Evaluate park staff training needs and assist in providing growth opportunities for park managers and park staff such as plant identification and herbarium training

S4: Increase standardization and professionalization of nature management

- Develop and provide complete access for park staff to excellent governance, personnel management, office and project management systems within DCNA
- Assist parks to adapt tools and management systems to their local situation
- Provide appropriate training opportunities in governance, personnel management, office and project management to assist park staff
- Assist parks in developing and maintaining Management Plans for each protected area
- Assist parks to develop protocols and systems to better manage and promote the use of protected areas such as dive staff training and certification
- Evaluate the need for management protocols for terrestrial and marine protected areas covering administration, operational management, provision of information and education, research and monitoring, permitting, patrolling and law enforcement
- Work with parks to provide management handbook for park staff with templates covering all aspects of protected area management

2. Tactics

Exchange existing information between parks

- Encourage parks to circulate examples and templates such as handbooks with other DCNA members

Management plans <ul style="list-style-type: none"> - Saba (terrestrial) - Statia (terrestrial) - St Maarten (terrestrial) 	Underway
Turtle conservation <ul style="list-style-type: none"> - turtle conservation training course 	Underway
Management success <ul style="list-style-type: none"> - annual evaluations and reporting - identification of success factors - recommendations re support for parks 	Underway
Legislation handbook <ul style="list-style-type: none"> - Statia - Saba - St Maarten 	Underway
Dutch Caribbean Conservation review	Underway
Park Guide books <ul style="list-style-type: none"> - Washington Park Guide - Statia Marine Park Guide - Bonaire National Marine Park Guide 	Underway
Species database	Underway
Bird conservation projects	Underway
Project Management Training <ul style="list-style-type: none"> - St Maarten- 	Plan
IYOR dive staff training	Underway
GIS project	Start up
Identification of High Priority Ecosystem	Plan – start up

Table 2: Current multi-island projects

Goal 4: Provide a central repository for information relating to biodiversity and protected areas, and encourage communication exchange of such information between organizations within and without the Dutch Caribbean

1. Strategy

S1: Provide easy and efficient access to information/knowledge relevant to nature and conservation in the Dutch Caribbean

- Collate current information and knowledge on island biodiversity and conservation and perform gap analysis
- Highlight knowledge gaps for targeted projects
- Create access to information via DCNA website and in printed form
- Support park initiatives to collect/collate information such as the development of legislation handbooks for each island

S2: Provide a central repository for information including database of consultants, researchers, equipment, services etc..

- Host and administer island biodiversity database
- Develop Conservation Review of the Dutch Caribbean
- Develop databases for human resources including consultants, researchers, interns etc. with knowledge and/or interest in the Dutch Caribbean
- Develop ongoing database of research and research papers
- Develop ongoing database of physical resources including equipment, materials and service providers for parks
- Host and administer GIS database for islands

S3: Provide an opportunity for communication and exchange of information and expertise

- Facilitate exchanges of staff members between parks
- Provide a forum for information exchange (such as Nature Forum, workshops, NACRI)

2. Tactics

DCNANature.org

- Use DCNANature.org as the primary vehicle to enable access to nature based information on the Dutch Caribbean
- Evaluate website, hosting and maintenance to maximize information availability
- Develop a strategy for incorporating MINA website information into DCNA site if necessary

Summarize hard copy reports and documents electronically

Make efficient use of existing electronic data sources

- Use CARMABI library (housed at UNA)

Goal 5: Promote educational outreach and public awareness

1. Strategy

S1: Assist parks in fulfilling their mandate to provide outreach

S2: Assist parks in fulfilling their mandate to provide education

2. Tactics

Support island education officers

- Create funding stream to support education and outreach on island
- Identify and train islanders as education officers to provide professional and coordinated approach to education and outreach on each island
- Develop outreach plan
- Develop island appropriate materials for schools and outreach
- Fund trained education officers

	2007	2008	2009	2010	2011	2012
GOAL 1: Fundraise and secure long-term sources of financing for nature conservation						
S1: Ensure that parks have basic operational funding and resources on an annual basis in order to safeguard their continuity						
S2: Capitalize the Trust Fund over the coming ten years (target of Euro 24 million)						
S3: Fundraise for multi-island (biodiversity conservation) projects						
S4: Provide creative means to channel funding to support nature conservation activities						
GOAL 2: Promote and represent the goals and activities of Dutch Caribbean Nature Conservation nationally and internationally						
S1: Participate actively in the process of constitutional change to ensure the inclusion of DCNA's vision for nature conservation within the process for reform						
S2: Build a strong profile for nature conservation in the Dutch Caribbean						
S3: Investigate and flag international and regional trends and opportunities						
S4: Provide a leadership role within the international conservation community						
GOAL 3: Promote institutional capacity building, training, partnership-building and where necessary and efficient, technical resource sharing						
S1: Facilitate and support multi-island biodiversity conservation projects as a means of addressing gaps and needs of island parks and building support for DCNA						
S2: Evaluate operational, training and information needs at Parks and address them						
S3: Provide training and work exchanges for park staff and succession training for park management						
S4: Increase standardization and professionalization of nature management						
GOAL 4: Provide a central repository for information relating to biodiversity and protected areas, and encourage communication exchange of such information between organizations within and without the Dutch Caribbean						
S1: Provide easy and efficient access to information/knowledge relevant to nature and conservation in the Dutch Caribbean						
S2: Provide a central repository for information including database of consultants, researchers, equipment, services etc.						
S3: Provide an opportunity for communication and exchange of information and expertise						
GOAL 5: Promote educational outreach and public awareness						
S1: Assist parks in fulfilling their mandate to provide outreach						
S2: Assist parks in fulfilling their mandate to provide education						

Table 3: Timeline to reach the goals of DCNA's multiyear plan (2007-2012)



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